

Council Plan  
2006-9

Draft

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**Note**

This plan meets the statutory requirement for the Council to prepare an annual Performance Plan. Supplementary information on Best Value Performance Indicator targets and data will be published as an Annex to the plan, by 30th June 2006.

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## Introduction

The Council Plan sets out the key objectives of the Local Authority for the next three years (2006-2009). It forms a business plan for achieving the Council's contribution to the Borough Community Strategy which is the key Borough wide medium term plan, agreed by the Council and its partners through the local strategic partnership - the Renaissance Partnership Board.

The Council Plan also forms the overarching framework for delivery of individual service improvement and delivery plans, which set out in detail how the Council will provide key services and contribute to the five key Community Strategy themes. We will deliver through effective partnership working with other public and private sector organisations, voluntary and community sector groups, local businesses and the residents of the Borough.

In December 2005 the Council was rated as a "Four star council that is improving well" by the Audit Commission in their Comprehensive Performance Assessment (CPA) of the way the Authority runs its services. This is a very pleasing result, particularly given that the new CPA model has been badged as "the harder test" and a tribute to the hard work and dedication of our staff. However we are not complacent and will continue to work hard to improve services for local people. This plan sets out the key improvements we want to make over the next three years. At the heart of it is a programme of cultural change 'Planning for the Future' which has been running for four years. It includes the development of improved access to services and customer care through our 'Access to Services' and 'Customer First' strategies, and the implementation of electronic service delivery options through our internet site [www.stockton.gov.uk](http://www.stockton.gov.uk).

Another key theme is the regeneration of the Borough. Whilst much has been achieved, there are still high levels of disadvantage and a wide disparity in need and opportunity for achievement. The keynote theme for both the Community Strategy and Council Plan is thus "promoting achievement and tackling disadvantage".

The Council Plan sets out key service objectives for the Council which support delivery of the service improvements identified in the Community Strategy. It also includes organisational objectives which will ensure that we have the right people, structures and processes to deliver good services and continually improve. Objectives have been carefully selected as those requiring the most significant managerial focus over the coming three years, based on:

- The priorities of local people, the views of Elected Members on Council spending priorities, a comprehensive resident survey conducted in summer 2004 and follow up survey work with residents in 2005.
- Service and organisational improvement priorities highlighted by the Comprehensive Performance Assessment of the authority by the Audit Commission. These are specifically highlighted within the plan.

This plan is updated on an annual basis to respond to changes in local priorities, and to continue to meet challenging national targets to raise standards in public services. If you would like to comment on it, have any queries or would like further information please contact Helen Dean, Head of Policy and Performance on 01642 527003 (or email [ppsu@stockton.gov.uk](mailto:ppsu@stockton.gov.uk)).

## Section 1: Borough Profile 2006

### Overview

Stockton-on-Tees is a Borough of wide contrasts, a mixture of busy town centres, urban residential areas and picturesque villages.

Stockton on Tees is 204 sq km in size with a population of 186,300. The residents live in nearly 79,000 households. Population density is 913 people per square kilometre. The population within Stockton on Tees has risen by 1.9% since the 1991 Census compared to the North East average of a 2.8% fall.

### Age Breakdown (rounded)

Age Group	Males	Females	Persons
Under 5	5,500	5,100	10,600
5 to 14	13,100	12,200	25,400
15 to 19	6,800	6,500	13,200
20 to 24	5,400	5,500	10,900
25 to 44	25,800	27,200	53,000
45 to 64	22,800	22,900	45,800
65 and over	11,700	15,600	27,500
<b>Total</b>	<b>91,100</b>	<b>95,000</b>	<b>186,300</b>

Source: Registrar General's Population Estimates for Mid-2003, Office for National Statistics updated October 2005.

### Resident Population

	Stockton on Tees (numbers)	North East (numbers)	England (numbers)
<b>All people</b>	186,300	2,539,400	49,855,700
<b>Males</b>	91,000	1,233,500	24,415,000
<b>Females</b>	95,200	1,305,800	25,440,700

Source: Registrar General's Population Estimates for Mid-2003, Office for National Statistics updated October 2005.

The Borough has a unique social and economic mix, with areas of disadvantage situated alongside areas of affluence. Measuring deprivation against the Government's Index of Multiple Deprivation 40 of our 117 Super Output Areas (SOAs) are amongst the worst 20% nationally, 20 within the most deprived 10% in England. Whilst 17 of our SOAs fall within the top 20% of most affluent wards nationally and 5 are within the top 10% in England.

Despite these levels of deprivation, a survey carried out in 2004 showed residents were more satisfied with Stockton as a place to live than they had been since 1998 (85% satisfied in 2004). In addition, more people feel that their area is likely to improve over the next couple of years.

### Changing Population

A lot of work has been carried out in recent years to look at the changing age of the population of Stockton, and how the council services will adapt to the differing needs.

It is forecast that although the number of people will not differ much for the next 15 years, the profile of the population will change drastically. Projected figures from Tees Valley Joint Strategy Unit show that by 2021: -

- The number of children will fall by 21% to 30,400
- The number of people of working age (16-retirement) will decrease by 4%
- A massive increase of 46% of older people (retirement age)
- A rise of 11% in the number of households in the Borough

### **Children and Young People**

A sharply reducing birth rate in recent years has started to have an affect on the number of primary school pupils in the Borough. This continues to decline and by 2008 the numbers expect to have fallen by nearly 10% in five years (primary schools include infant, junior and all-through primary schools). This leads to a reduction in the number of primary school places required. For the Authority to meet its agreed target of keeping surplus places at no more than 10% of capacity, the 2003 School Organisational Plan identified a need to remove up to 2000 primary school places over the next five years. Just over 1000 places have been removed since the Plan was published.

This decline in primary numbers will have started to have an affect on secondary school numbers in 2006, and this is expected to mean a 5% decline in numbers by 2008 over the last five years.

We have been managing the change closely to make sure the aim to provide high quality educational provision in a cost effective manner can be met. This will be further developed through planning for the “building schools for the future” agenda.

In the coming years we will work to ensure children and young people have a good start in life. This important area is a focus of Stockton’s second Local Public Service Agreement and the Local Area Agreement, both of which will help to drive improvement.

Stockton-on-Tees is already seeing some positive results in education with 55% of fifteen year olds achieving five or more GCSEs at grades A\*-C in 2005 and 87% achieving five or more A\*-G grades including both English and Maths. The average points score for 16-18 year olds gaining qualifications at level three (A level and equivalent) was 262.8 in 2005. This is 10.5 points higher than the average for the North East region and a 33-point improvement on 2002.

New schools in Thornaby and Ingleby Barwick, coupled with an investment in primary and secondary schools, are also enhancing provision.

### **Health and Well-being**

Overall, Stockton-on-Tees has seen a reduction of health inequalities in many areas over the past decade, though in many of these areas Stockton-on-Tees remains above the England and Wales levels. This includes life expectancy, deaths by all causes, death from avoidable causes, coronary heart disease and cancer amongst males. Unfortunately, cancer among females has seen a widening of the gap. In other areas of health Stockton has not only narrowed the gap but is seeing better trends than England and Wales, such as low birth weight babies, under 18 conception rates and deaths by accidents.

Satisfaction with arts and culture is measured on a regular basis through Best Value Performance Indicator surveys and borough residents’ surveys. The Best Value surveys have shown increased satisfaction with sports and leisure facilities over the past four years but

decreased satisfaction with libraries, museums and arts venues. However, the 2004 residents' survey showed that satisfaction levels with most library and leisure services have increased since the 2002 survey.

### **Community Safety**

The Council has been monitoring how safe people feel during the day and at night time since 1998. In a survey in 2004, 94% of people said they felt safe during the day, the highest level since 1998 despite a dip in 2000 and 2002. Feelings of safety at night also dipped in 2000 and 2002 but are now up to 54% in 2004 (compared to 57% in 1998). It is good to see a rise in feelings of safety and reflects well on the work of the Crime and Disorder Reduction Partnership, including the warden schemes. It also reflects the recent reductions in vehicle crime and burglaries, though there have not yet been similar reductions in violence and robbery.

### **Economic Regeneration and Transport**

The locality has experienced many positive developments in recent years. Stockton Town Centre has benefited from investments which include the £43m Wellington Square Development, (bringing quality retail facilities to Stockton), the completion of the Millennium footbridge over the River Tees and the opening of Splash (the new swimming pool and leisure facility). Further Development Plans for town centres in the Borough are now being put into place. The Council and its partners also attract significant funding into the Borough for regeneration and economic development. For example, it is anticipated that £10m of the Tees Valley Single Programme has been or will be attracted for projects between 2002 and 2007. The new Stockton Middlesbrough Initiative was also launched in January 2005 and initial work indicates Stockton could attract a further £1.275m for 2005/6. These projects are aimed at the key areas of employment, educational opportunities, business creation and environmental improvements. These will build on the achievements of the existing Single Regeneration Budget of £16m and £8.6m for Neighbourhood Renewal.

The impact on the Borough of Neighbourhood Renewal is positive and is increasing partnership working to improve services at a locality level. A particularly good example of this is the Neighbourhood Management Pathfinder Pilot project in Parkfield. The local authority will receive £1.6m from the Safer and Stronger Communities Fund towards a Neighbourhood Element project in Portrack & Tilery with Mount Pleasant. The purpose of this funding is to assist in meeting the national outcome: "to improve the quality of life for people in the most disadvantaged neighbourhoods and to ensure that service providers are more responsive to neighbourhood needs and improve their delivery". Neighbourhood Element will build on the successes evidenced by the Neighbourhood Management Pilot project in Parkfield and Mill Lane.

Neighbourhood Plans are being drawn up for the 11 most deprived neighbourhoods in the Borough, which will bring the public, private, community and voluntary sectors together in delivering positive regeneration on a recognisable local level.

Part of regenerating the Borough is ensuring that the economy is improved further. Unemployment in the Borough is 3.0% compared to a national average of 2.4%. In one ward, (Stockton Town Centre), unemployment is as high as 9.5%; whilst in another, (Ingleby Barwick West) it is as low as 0.6% (figures for December 2005). There are more people, of working age, in Stockton with no qualifications than there are nationally but less than there are in the North East. 16% of the working age population in Stockton are in receipt of "key" state benefits compared to 18.8% in the Tees Valley and 13% nationally.

Developing our transport infrastructure is another key aspect of regeneration, including public transport options and the road network. The local transport plan for the Borough of Stockton-on-Tees is the blueprint of a new approach to transport provision in the area. The integrated and holistic approach adopted in this Plan is a development of the successful Teesside Package, which was first accepted for funding in the 1995/6 financial year. Whilst the Teesside Package no longer exists, the council is contributing to a wide range of partnership arrangements with neighbouring authorities in order to facilitate the effective operation and development of the sub regional transport network.

The Local Transport Plan is built around five groups of objectives reflecting the agenda set by national Government in response to growing public concerns about the use of resources throughout the British Economy. The five groups are: - Safety, Environment, Economy, Accessibility and Integration.

### **Liveability**

The Council feels it is a key priority to maintain the cleanliness of the streets and improve open spaces; this has been reflected in public satisfaction levels. Satisfaction with cleanliness increased from 39% in 2000 to 68% in 2003 and satisfaction with parks and open spaces increased from 56% in 2000 to 65% in 2003.

Another important area for the environment is recycling of waste. Since 2001/2 we have been recycling more waste through the introduction of the 'blue box' household recycling scheme. In 2004/5 the amount of household waste now recycled has increased by 3% to 16% and over 12,000 households are now composting.

There is also a significant programme of improvement in housing within the Borough, with investment of over £93million to bring public housing up to the Government's new 'decent' standards, and ongoing improvements to private sector housing.



## Section 2: Planning Framework - "Promoting Achievement and Tackling Disadvantage"

1. Over the last seven years we have worked to continuously improve our services within a formal planning and performance management framework. In order to continue with this improvement, we embarked on the 'Planning for the Future' change programme four years ago. Key changes already implemented include a refocused Corporate Management Team, development of an Extended Management Team (all Heads of Service together with the Corporate Management Team) and the bringing together of support services to increase economy and efficiency of delivery. Change priorities for this year include the 'Access to Services' Strategy linked to implementation of our Customer First Programme and electronic service delivery. Development of the Extended Management Team approach to incorporate the third tier of the organisation is another key priority. This change programme will be at the heart of performance improvement over the next three years and is at the heart of this Council Plan.
2. An additional key driver is the Comprehensive Performance Assessment (CPA) of the Council. The Council was assessed as Excellent in 2003 and 2004 and as a four star council that is improving well in the new CPA framework introduced in 2005. The Audit Commission also indicate specific areas where there is scope to improve our services further. We have integrated these areas within this Council Plan. Annex 2 shows how the improvement areas identified by the CPA process have been integrated within this plan.
3. The Council Plan and the Borough's Community Strategy are built on a shared policy platform which gives a clear focus for improvement in the Borough, based around five key priority themes.

### Policy Platform for the Borough

4. It is within the overall context of **"promoting achievement and tackling disadvantage"** that we will work in partnership to eradicate the inequalities of resource and opportunity which prevent many of the people living in the Borough from participating in a culture of achievement.
5. Through effective partnership working we will improve services for:
  - Children and young people
  - Health and well-being
  - Community safety
  - Economic regeneration and transport
  - Liveability (including the environment, housing and civic renewal).

### Partnership Planning Framework

6. The five key themes above sit within the context of a vision for the Borough which is set out within the Community Strategy. As well as focusing on local priorities, this vision looks towards the sub-region and underpins the Tees Valley Vision of an economically vibrant city-region to be developed through the new Stockton-Middlesbrough Initiative. There are also strong links to regional level development strategies, in particular the Regional Economic Strategy and the Northern Way.

7. The Community Strategy is developed through our Local Strategic Partnership, Stockton Renaissance, which was established in 1998, in anticipation of the Government's support for regeneration through partnership. It provides a single overarching co-ordination framework for community planning, within which other geographic and thematic partnerships can operate effectively. In consultation with partners and communities, it will lead monitoring of progress against Community Strategy objectives to improve the quality of life within the Borough.
8. In 2005 Renaissance signed a Local Area Agreement (LAA) with the government. The LAA provides a framework for the Council and its partners to improve services and use funding more flexibly in order to drive improvement across the borough. The agreement has been updated in 2006 and is structured around four themes which align with our Community Strategy (Children & Young People, Healthier Communities and Older People, Safer and Stronger Communities and Economic Regeneration and Transport). It is the key delivery plan for the Community Strategy. In parallel to the development of the LAA, a Local Public Service Board has been set up as the key support group for the Renaissance Partnership. Its remit is to drive implementation of the LAA, and to support the Renaissance Board in developing and driving improved performance across the borough. It brings together key senior officers within public services in the Stockton area, and is supporting Renaissance in developing shared approaches to cross cutting public policy challenges.
9. The Council Plan sets out the Local Authority's change priorities to deliver its contribution to the Community Strategy. We will deliver these themes through a series of key service improvement objectives and organisational change programmes which are set out in sections 4 and 5 of this plan. Delivery will be led and monitored by the Council's Cabinet and Senior Management Team.

## **Council Planning Framework**

10. Delivery is underpinned by a comprehensive service planning framework, which integrates service and statutory plans (page 8). The Council is involved in delivering extremely wide ranging services, not all of which feature in the Community Strategy and Council Plan. Therefore the more detailed Service Improvement Plans, Business Unit Plans and statutory plans set out objectives and targets for services which do not form part of the overarching community and council objectives, for example registrar services and student support.
11. Our objectives will be delivered within the context of our core purpose and values:

'Stockton-on-Tees Borough Council is your Council. We exist to ensure you receive services which benefit and improve your lives. We will respond to your needs, provide opportunities and support you to build upon your strengths.'

We are committed to:

### **1. Putting people first**

We will respect all people, their individual privacy and dignity, offering choice wherever possible so that they can fulfil personal aspirations to the best of their abilities.

### **2. Managing resources**

Our services will be delivered efficiently and effectively in a way that is valued by people.

### 3. Working with others

We will co-operate openly with partners from the wider community, our citizens and the voluntary and business sectors.

### 4. Striving for improvement

We will challenge people to use their creativity to innovate and bring about continual improvement.

### 5. Performing well

Our services will be provided by capable and appropriately trained people.

### 6. Securing the future

We will balance differing needs to secure a healthy, safe and attractive environment for current and future generations.

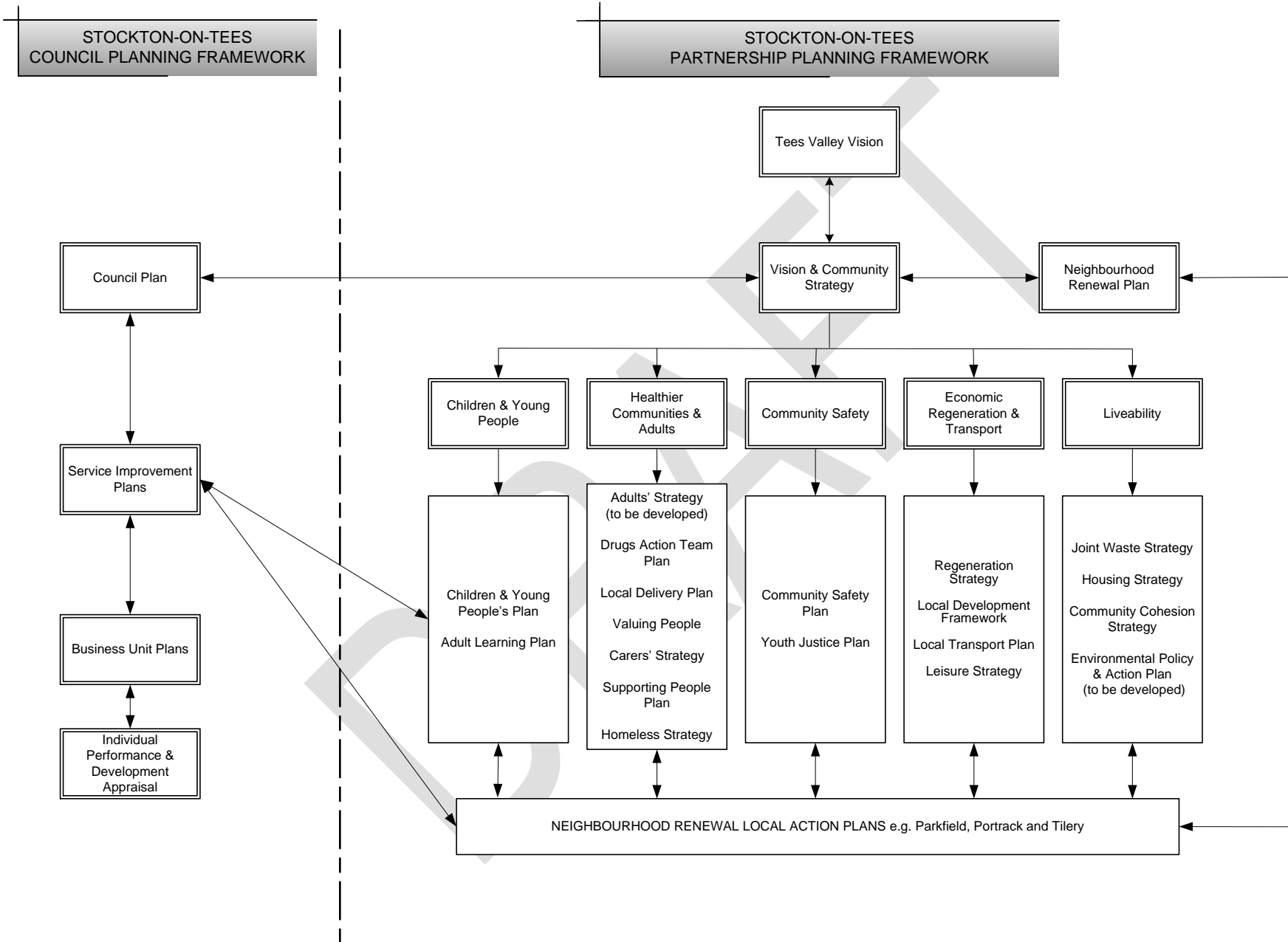
12. At the heart of our internal operating framework are our six core management principles (below). These set out the culture of the organisation and the values which guide how we work together within the Council. They are put into action through common ownership of management issues and policy direction via the Corporate, Extended and Service Grouping Management Teams, Setting the Standard events, communication methods such as the Keeping You in Touch staff newsletter and effective performance management systems of which the planning framework is a key element.

- a. **Managerial Culture:** we need to be managers not administrators, e.g. innovative, multi-skilled and concerned with the quality of what we deliver or produce.
- b. **Tight/ loose approach:** we must comply with Standing Orders, financial regulations, agreed policies etc. but beyond these, we must have freedom to manage.
- c. **Accountability:** we must be responsible for our own actions/services and accountable to our Members, Clients and the public and be prepared to respond efficiently and effectively.
- d. **Accessibility:** we must be accessible to our Members, Clients and the public and to each other.
- e. **Performance based:** we must seek constantly to improve. We need to be innovative, to analyse and measure our performance against set objectives, benchmark against comparators and embrace best practice.
- f. **Public Service Ethos:** we must not forget our commitment to the communities and people we service.

13. Consultation with our clients, the public and partner organisations underpin our principles and priorities. All local authorities have a duty to consult as part of the Government's Best Value legislation. Our commitment goes beyond this statutory requirement and is reflected in our Consultation Strategy. The five key themes of our policy platform are founded on consultation and involvement via Renaissance. In addition, as a listening Council, we have an annual consultation plan including our resident's panels (Viewpoint, Youth Viewpoint, Black and Minority Ethnic Viewpoint and Disability Viewpoint) and a Commendations,

Comments and Complaints procedure. The results of consultation underpin our service development plans.

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### Section 3: Financial Summary

For a number of years the Council has operated a medium term financial planning (MTFP) process which attempts to align resources with priorities. The process allows services to plan into the medium term with increased certainty, underpinned by flexibility between years. This approach has helped the Council to move away from the traditional annual budget cycle and supports the implementation of the Council Plan. In order to ensure the continued relevance of the Medium Term Financial Plan to the Council Plan, a review was undertaken in 2004/5.

A profile of the Council's expenditure supporting the Plan is shown below:-

<b>Service Grouping</b>	<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>2007/8</b>	<b>2008/9</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
CECSC	159,143	170,330	77,294	79,560	81,984
DNS	39,935	43,196	46,495	46,716	47,296
Resources	3,600	2,543	1,998	3,777	5,258
<b>Total</b>	<b>202,678</b>	<b>216,069</b>	<b>125,787</b>	<b>130,053</b>	<b>134,538</b>

Resources are aligned to priorities as follows:

- by allocating resources to services in line with national priorities which favour Education and Social Care, and
- by use of a Development Fund, which allows the Council to address local priorities and fund pressures that can not be contained by services, which operate within a regime of below inflation funding.

<b>Development Fund Applied in MTFP above</b>	<b>2004/5</b>	<b>2005/6</b>	<b>2006/7</b>	<b>2007/8</b>	<b>2008/9</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
	<b>12,037</b>	<b>17,287</b>	<b>19,241</b>	<b>17,394</b>	<b>17,575</b>

#### Schools and Social Care

The major national priorities, Education and Social Care, are also crucial locally. The importance accorded to them is reflected in the funding arrangements that the Council has put in place to generate improvement in these services:

- Health and Social Care is a key Council priority, and there have been increasing needs locally over recent years, reflecting national trends. In recognition of this, an increase in line with the government's increase has been allocated to the service this year.
- The Government now funds schools through the Dedicated Schools Grant but the Council still accords schools the highest priority by allocating funding in line with the Government's target funding level.

Examples of recent use of the Development Fund include funding further develop Community Safety initiatives, funding of enhanced scrutiny support for elected members and increased spending on our Care for Your Area service which was a key public priority locally and resulted in higher levels of public satisfaction.

## Section 4: Key Service Improvement Objectives

The objectives and outcomes set out below are the key change priorities for the Council to deliver in relation to the Community Strategy policy platform areas. Service Grouping responsibilities (normal text), *Cabinet responsibilities (italics)* and linked delivery plans are listed. The outcomes have been developed alongside the Local Public Service Agreement and the pilot Local Area Agreement. The full LPSA can be seen at Annex 1 and a summary of the Community Strategy and LAA, including a full list of LAA targets, can be seen at Annex 2. *Links to the LPSA within the tables below are in italics.*

No.	Objective	Outcomes	Responsible	Plan Link
<b>Children and Young People</b>				
1	Develop the Children's Trust	<ul style="list-style-type: none"> <li>Children and Young People's Plan, 2006/09 in place by April, 2006.</li> <li>Themed groups in place and action plans developed - September, 2006.</li> <li>Governance arrangements reviewed and agreed by partners - December, 2006.</li> <li>Develop the performance monitoring role of the Board - September, 2006.</li> <li>Develop and implement strategy around Integrated Service Areas, including 3 extended schools clusters providing core offer by summer, 2006, 6 new Children Centres in place by 2008.</li> <li>Develop a strategy for building schools for the future by March 2007</li> </ul>	CESC  <i>CCYP</i>	Children & Young People's Plan  Service Improvement Plans
2	Be healthy: Improve the health of children in the Borough	<ul style="list-style-type: none"> <li>Implement a co-ordinated incentive scheme in all schools to encourage healthy diet and lifestyle by March 2008.</li> <li>Reduce the under 18 conception rate by 50% by 2010 (1998 baseline year, 52 per 1000 population).</li> <li>Increase the number of 5 – 16 year olds participating in an average of 2 hours of high quality PE and school sport a week within and outside of the curriculum during one complete</li> </ul>	CESC  <i>CCYP</i>	Children & Young People's Plan  Service Improvement Plans  LAA

		<p>school year:</p> <p>( i ) primary schools : from 50% in 2004 to 85% in 2007.</p> <p>( ii ) secondary schools : from 80% in 2004 to 90% in 2007 (<i>LPSA targets 11 b &amp; c</i>).</p> <ul style="list-style-type: none"> <li>• Increase the numbers of schools to achieve healthy school award from 10% in 2004 to 50% by summer 2006 and 75% by summer 2007.</li> </ul>		
3	Stay safe: Develop prevention strategies for child safety in the home	<ul style="list-style-type: none"> <li>• Develop the role of the local safeguarding children Board in safeguarding and promoting the welfare of children and young people.</li> <li>• Ensure robust approach to child protection registrations. <ul style="list-style-type: none"> <li>• Percentage registered (A3).</li> <li>• Appropriate de-registrations (C21).</li> </ul> </li> </ul>	<p>CESC</p> <p>CCYP</p>	<p>Children &amp; Young People's Plan</p> <p>Service Improvement Plans</p> <p>LAA</p>
4	Enjoy and achieve: Continue to improve educational attainment	<ul style="list-style-type: none"> <li>• Increase the number of pupils across the Borough achieving the early learning goals by the end of the Foundation Stage in: <ul style="list-style-type: none"> <li>- Personal &amp; Social Development (P&amp;SD) from 54% to 60% by summer 2007, and</li> <li>- Communication Language and Literacy (CL&amp;L) from 34% to 40% by summer 2007. (<i>LPSA target 9</i>)</li> </ul> </li> <li>• Increase the % of 11-year-old pupils achieving Level 4+ in English to 85% and Maths to 85% by summer 2006.</li> <li>• Increase the % of 14-year-old pupils achieving Level 5+ in English, Maths and Science to 78%, 78%, and 75% respectively by summer 2006.</li> <li>• Increase the average point score across all three core subjects at the end of Key Stage 3 from 33.6 to 34.9 by summer 2007 (<i>LPSA target 8</i>).</li> <li>• Increase the % of pupils achieving the level 2 threshold at key stage 4 to 57.3% by summer</li> </ul>	<p>CESC</p> <p>CCYP</p>	<p>Children &amp; Young People's Plan</p> <p>Service Improvement Plans</p> <p>LAA</p>



		<p>2006.</p> <ul style="list-style-type: none"> <li>• Increase the % of statements of special educational needs prepared within 18 weeks to 98% by 2006/07 (including those affected by the exceptions rule).</li> </ul>		
5	Enjoy and achieve: Increase the range of accessible culture/leisure and sporting activities available for children and young people	<ul style="list-style-type: none"> <li>• Three extended schools clusters offering the full core offer by summer 2006 and 5 clusters by 2008.</li> <li>• Restructure Tees Valley Music Service by January 2007.</li> <li>• Review of youth services by October 2006, in the light of the Youth Matters Green Paper.</li> <li>• To deliver 6 new children's centres by 2008</li> </ul>	<p>CESC</p> <p>CCYP</p>	<p>Children &amp; Young People's Plan</p> <p>Service Improvement Plans</p> <p>LAA</p>
6	Improve outcomes for looked after children	<ul style="list-style-type: none"> <li>• 33% of pupils in care for 12 months or more achieving 5+ A*-C GCSE or equivalent by summer 2006.</li> <li>• Increase the % of 15 year olds in care achieving a graded result of a GCSE or equivalent at Key Stage 4 from 80% to 100% by summer 2006.</li> <li>• Increase the percentage of children looked after at 31 March 2007 who were in foster placements or placed for adoption from 77% in 2004/05 to 85% in 2006/07 (B7).</li> <li>• Reduce the percentage of children looked after continuously for 12 months and were of school age, who missed at least 25 days schooling for any reason during the previous year, from 8% in 2001 to &lt;8% in 2007 (C24).</li> <li>• Decrease the percentage of children aged 10 or over and looked after for at least 12 months given final warning / reprimand or conviction as expressed as a ratio comparison with the wider population from 1.8 in 2004/5 to below 1.5 in 2006/7 (C18).</li> </ul>	<p>CESC</p> <p>CCYP</p>	<p>Children &amp; Young People's Plan</p> <p>Service Improvement Plans</p>

		<ul style="list-style-type: none"> <li>• Increase percentage of young people looked after on 01 April in their 17 year (aged 16) who were engaged in education, training or employment at the age 19 as expressed as a ratio with the wider population from .89 to .95 by 2007 (A4).</li> <li>• Increase the percentage of children who had been looked after continuously for at least 4 years, who were currently in a foster placement where they had spent at least 2 years from 43% in 2004/05 to over 50% in 2006/07 (D35).</li> </ul>		
7	Improve the range and accessibility of services for children with complex needs	<ul style="list-style-type: none"> <li>• Increase the number children/young people with disabilities receiving direct payments by 20% by 2008, from the 2006 figure.</li> <li>• Review and reconfigure services for children with complex needs- review completed by August 2006.</li> </ul>	<p>CESC</p> <p>CCYP</p>	<p>Children &amp; Young People's Plan</p> <p>Service Improvement Plans</p>
<b>Healthier Communities and Adults</b>				
8	Promote the independence of older people and adults	<ul style="list-style-type: none"> <li>• Increase the proportion of older people helped to live at home per 1,000 population aged 65 or over from 94 in 2004/05 to &gt;95 by April 2007 (C32).</li> <li>• Increase the number of people receiving direct payments to &gt;85 per 100,000 population aged 18 or over by April 2007. (Linked to LPSA target 6).</li> <li>• Reduction of 10 Out of Borough resettlement learning disability placements locally by April 2007.</li> <li>• Increase the number of Person Centred Plans for clients with a learning disability from 34 to 150 by 31 March 2007.</li> <li>• Develop the use of 'telecare' (supporting independent living for vulnerable people through remote monitoring technologies) so that by the end of March 2007 telecare services are available in 30 homes within the Borough.</li> </ul>	<p>CESC</p> <p>CASH</p>	<p>Supporting People Plan</p> <p>Carers' Strategy</p> <p>Service Improvement Plans</p>

		<ul style="list-style-type: none"> <li>• Improve delayed discharges to 1 (for 65+ years) per 1,000 population by March 2006.</li> <li>• Increase the number of carers receiving a specific carers' service as a percentage of clients receiving community-based services from 3% in 2004/05 to &gt;6% in 2006/07. (Linked to LPSA target 6).</li> </ul>		
9	Meet the housing and support needs of those who are vulnerable or have special housing requirements	<ul style="list-style-type: none"> <li>• Review and remodel contracted Supporting People funded floating support services and sheltered housing / community alarm services within the Borough by the end of March 2009.</li> <li>• Develop over 60 units of supported accommodation by 2006/7.</li> </ul>	<p>CEC DNS CASH CH</p>	<p>Supporting People Plan Homeless Strategy Valuing People Service Improvement Plans</p>
10	Improve the public health of the Borough	<ul style="list-style-type: none"> <li>• Review and implement the Council's enforcement role in relation to smoking in public places, advertising and sale of tobacco to children.</li> <li>• Increase number of "quitters" each year by over 300% from the baseline of 1,202 in 2003/04 to 3,786 in 2006/07 (LPSA target 5).</li> <li>• Increase the number of schools to achieve Drugs Education Team Award from 30% to 50% by 2006.</li> </ul>	<p>DNS CEC CASH CCSP</p>	<p>PCT Local Delivery Plan DAT Plan Service Improvement Plans</p>
11	Extend the range and quality of opportunities for people to experience culture and leisure	<ul style="list-style-type: none"> <li>• Increase participation in the SIRC carnival and parade by 10%, to 700 in 2006.</li> <li>• Create a new music studio facility in Stockton Cultural Quarter by March 2007.</li> <li>• Increase annual attendance at leisure facilities by 2% per year from 2002/03 baseline of 7,764 visits per 1,000 population, to reach 8,500 visits per 1,000 population by 2007/8.</li> <li>• Increase the satisfaction ratings of those customers who attend a leisure service provision</li> </ul>	<p>CEC CALC</p>	<p>Leisure Strategy Service Improvement Plans</p>

		<p>from 59% in 2002/03 to over 72% by 2007/8.</p> <ul style="list-style-type: none"> <li>• Develop programme of events provision across the Borough by July 2006.</li> <li>• Develop a Leisure Facilities strategy for the Borough by March 2006 in partnership with Tees Active Ltd.</li> </ul>		
12	Improve libraries and museums services	<ul style="list-style-type: none"> <li>• 6,300 per 10,000 population visiting libraries by March 2006.</li> <li>• 630 per 1,000 population visiting library website by March 2006.</li> <li>• 525 per 1,000 population visiting or using museums services by March 2007.</li> <li>• 12500 pupils visiting museums by March 2007.</li> <li>• Achieve National Museums Accreditation by March 2007.</li> <li>• 9 out of 10 Public Library Service Standards achieved by March 2007</li> </ul>	<p>CECSC</p> <p>CALC</p>	Service Improvement Plans
<b>Community Safety</b>				
13	Respond to residents concerns and fears of crime and anti-social behaviour, as part of the Safer Stockton Partnership	<ul style="list-style-type: none"> <li>• Reduce total annual reported crimes in 2006/07 by 15% to 17,200 from the 20,234 crimes reported in 2003/04.</li> <li>• Reduce total dwelling burglaries further, so that Stockton is less than 15% above the average rate for the most similar Crime and Disorder Reduction Partnerships by 2006/07, from a baseline of 20% above in 2003/04 (<i>LPSA target 3</i>).</li> <li>• Achieve “excellent” or “good” satisfaction ratings from at least 88% of customers rating the Anti Social Behaviour service in 2006/7.</li> <li>• Respond positively to the aspirations contained within the “Respect” agenda.</li> <li>• Reduce re-offending rates among “mid-level” young offenders, in line with the Local Public Service Agreement. (<i>LPSA target 4</i>).</li> </ul>	<p>DNS</p> <p>CCSP</p> <p>CSIN</p>	<p>Community Safety Plan</p> <p>Service Improvement Plans</p>

		<ul style="list-style-type: none"> <li>Deal with at least 800 referrals for domestic violence (2,025 individuals assisted) and maintain 90% occupancy rate for the refuge, over the 3 year period to March 2008.</li> </ul>		
14	Promote a fair and safe and equitable market place (providing protection for customers)	<ul style="list-style-type: none"> <li>Carry out inspections of 100% of high risk and 50% of medium risk trade premises to check for compliance with consumer protection legislation in 2006/7.</li> <li>Carry out health and safety inspections of 300 premises for which SBC is the enforcement authority in 2006/7.</li> <li>Carry out inspections of 95% of food premises due a food inspection in 2006/7.</li> <li>Test 5000 consumer products in respect of quality, quantity, price, safety and description in 2006/7.</li> </ul>	DNS CCSP	Service Improvement Plans
<b>Economic Regeneration and Transport</b>				
15	Revitalise the Borough's town centres to develop a sense of pride in the wider community	<ul style="list-style-type: none"> <li>Stockton Town Centre Partnership established and performance indicators agreed by March 2007.</li> <li>Green Dragon Cultural Quarter phases 1 and 2 completed by March 2008.</li> <li>Stockton Town Centre Southern Gateway Master planning completed by March 2007 and developers on site by March 2008.</li> <li>Development of Thornaby Town Centre completed by March 2008, and floor space occupied by March 2009.</li> <li>Billingham Regeneration scheme agreed by March 2008 and developer on site by March 2009.</li> <li>Facilitate the commencement on site of five key regeneration sites for development by March 2009.</li> <li>Review car parking provision in Stockton town</li> </ul>	DNS CRT	Local Development Framework Regeneration Strategy Local Transport Plan Service Improvement Plans

		centre by September 2006.		
16	Regenerate the most deprived areas to bring them close to the Borough norm	<ul style="list-style-type: none"> <li>• Implement the Master plan for the Parkfield Housing Market Renewal Area, providing new homes for sale/rent by March 2007.</li> <li>• Directly intervene in failing housing markets – demolish 299 obsolete houses by March 2007.</li> <li>• Major housing regenerations at Hardwick and Mandale: <ul style="list-style-type: none"> <li>- Hardwick: private developers on site and primary school relocated by March 2008. 40 new homes to be available for rent by Sept 2006. Extra Care Housing Scheme to be completed by March 2007.</li> <li>- Mandale: Linear Park Phase 1 completed by March 2007, and 90 homes to be available for rent by March 2008. 15 homeowners to be successfully relocated by March 2007.</li> </ul> </li> <li>• The percentage of voluntary and community sector governance agreements increased by 5% each year, to 70% by 2008/9.</li> </ul>	DNS <i>CH</i> <i>CRT</i>	Housing Strategy  Regeneration Strategy  Service Improvement Plans
17	Support the implementation of The Northern Way and Stockton Middlesbrough Initiative	<ul style="list-style-type: none"> <li>• Green Blue Heart master plan completed by March 2007, with Marketing Strategy developed and implemented by March 2008.</li> <li>• Increase the number of visitors to Stockton Tourism Information Centre by 500 each year, to 44,500 by 2008/09 from the baseline of 42,000 in 2003/04.</li> <li>• Improve access by developing an appropriate traffic model by March 2007.</li> </ul>	DNS <i>CESC</i>  <i>CALC</i>  <i>CRT</i>	Regeneration Strategy  Leisure Strategy  Local Transport Plan  Service Improvement Plans
18	Tackle worklessness by removing barriers to employment and enterprise	<ul style="list-style-type: none"> <li>• Increase by 25% the number of start-up businesses supported, from 32 in 2004/05 to 40 by 2008/9.</li> <li>• Employment opportunities increased for residents from regeneration areas, from seven residents</li> </ul>	DNS  <i>CRT</i>  <i>CSIN</i>	Regeneration Strategy  Service Improvement Plans

		<p>employed in 2004/5 to 100 by 2008/9.</p> <ul style="list-style-type: none"> <li>• Increase in the number of people receiving Incapacity Benefit who gain a job entry from 214 in 2004/05 to 588 per year by 2008/09 (<i>LPSA 7 target</i>).</li> </ul>		
19	Improve access to services via Public Transport and the Road network	<ul style="list-style-type: none"> <li>• Implement free bus pass scheme for OAPs in April 2006.</li> <li>• 100% of all dangerous defects made safe within 24 hours.</li> <li>• 5% reduction in the proportion of local authority principal road networks where structural maintenance should be considered (BVPI 223).</li> <li>• 5% reduction in the proportion of local authority non-principal classified road networks that require maintenance (BVPI 224a).</li> <li>• Increase satisfaction with bus system to 65% in 2006/7.</li> </ul>	DNS CRT	Local Transport Plan  Service Improvement Plans
20	Reduce road traffic casualties (to meet Government targets by 2010)	<ul style="list-style-type: none"> <li>• All killed and seriously injured to be reduced to 72 or fewer in 2006 from a baseline of 108 in 2003 (<i>LPSA target 2</i>).</li> <li>• Child killed and seriously injured to be reduced to 18 or fewer in 2006, from a baseline of 22 in 2003.</li> <li>• Slight injuries to be reduced to 663 in 2006, to meet Department for Transport targets.</li> </ul>	DNS CRT	Local Transport Plan  Community Safety Plan  Service Improvement Plans
<b>Liveability (Including environment, housing and civic renewal)</b>				
21	Maintain the cleanliness of streets in the Borough, and improve the quality of open spaces	<ul style="list-style-type: none"> <li>• Maintain missed bins performance at the top ten per cent levels (fewer than 20 missed bins per 100,000 bin collections).</li> <li>• Maintain days taken to clear fly tipping at top ten per cent levels (average of less than one day to clear incidents of fly tipping).</li> <li>• Restoration works at Ropner Park to be completed by March 2007.</li> <li>• Develop a five-year improvement plan to</li> </ul>	DNS CE	Joint Waste Strategy  Service Improvement Plans

		restore/develop the Borough's parks, cemeteries and open spaces by November 2006.		
22	Reduce the amount of waste produced in the Borough through minimisation and recycling schemes	<ul style="list-style-type: none"> <li>• Increase recycling and composting rates from 13% at December 2004 to achieve 22% of household waste recycled by 2006/07 (<i>LPSA target 1</i>), and 30% by 2010.</li> <li>• 100% of households to have access to kerbside recycling scheme by March 2007.</li> <li>• Extend green waste collection to 48,000 households by March 2008 and 60,000 households by March 2009.</li> <li>• Maintain high levels of waste diversion from landfill – maximum of 10% of household waste to be landfilled each year.</li> </ul>	DNS CE	Joint Waste Strategy  Service Improvement Plans
23	Improve the quality of life for future generations through environmental sustainability	<ul style="list-style-type: none"> <li>• Produce State of the Environment Action Plan by September 2006.</li> <li>• Produce Council Environmental Policy by December 2006.</li> </ul>	DNS CE	Service Improvement Plans
24	Modernise the planning system and improve performance in dealing with planning applications	<ul style="list-style-type: none"> <li>• Commence pre-submission consultation on the Local Development Framework Draft Core Strategy and Regeneration Development Plan Documents by October 2006.</li> <li>• Improve guidance available to the public to assist in submitting applications by October 2006.</li> <li>• 60% of major planning applications determined within 13 weeks.</li> <li>• 65% of minor planning applications determined within 8 weeks.</li> <li>• 80% of other planning applications determined within 8 weeks.</li> </ul>	DNS CRT	Local Development Framework  Regeneration Strategy  Service Improvement Plans
25	Continue to increase the efficiency and responsiveness of the benefits service	<ul style="list-style-type: none"> <li>• Reduce processing times for new housing benefit and council tax benefit claims to an average of 32 days in 2006/7.</li> <li>• Support new claimants to achieve 100 successful</li> </ul>	DNS CH	Housing Strategy  Service Improvement Plans



		new claims for benefit, resulting in £200,000 additional income to residents during 2006/07 than previous year.		
26	Improve the quality of housing services for residents of Stockton-on-Tees	<ul style="list-style-type: none"> <li>• Reduce the number of non-decent council owned properties to 23% by March 2008 and 0% by 2010/11, from 100% non-decent in 2002/3.</li> <li>• Tristar Homes Limited to provide a quality housing management service – to achieve a two-star inspection rating by 2006/7.</li> <li>• Increase tenant satisfaction levels to over 75% in 2006/7 from a baseline of 72% in 2002/3.</li> </ul>	DNS <i>CH</i>	Housing Strategy  Service Improvement Plans
27	Promote more cohesive communities	<ul style="list-style-type: none"> <li>• Develop a community cohesion strategy for the borough by October 2006.</li> <li>• Mainstream the work of the council's community cohesion officer during 2006/7.</li> <li>• Develop cultural awareness programme for elected members and staff by October 2006.</li> </ul>	PPC  DNS CMT  <i>CSIN</i>	Community Cohesion Strategy  Service Improvement Plans

## Section 5: Organisational and Operational Efficiency

No.	Objective	Outcomes	Responsible	Plan Link
<b>People Development and Learning</b>				
1	Improve employment practices and staff involvement	<ul style="list-style-type: none"> <li>• Complete job evaluation and develop new pay and grading structure within government targets.</li> <li>• Review Part 3 (Single Status) terms and conditions within government targets.</li> <li>• CRB checks – Complete CESC Operational areas by end August 2006 and complete all other posts across the Council by end December 2006.</li> <li>• Develop action plan to address issues arising from stress audit by February 2007.</li> <li>• Develop action plans to respond to issues arising from the 2005 staff survey.</li> <li>• Embed changes and improvements to recruitment processes during 2005/6.</li> </ul>	Resources <i>CDL</i>	Service Improvement Plans
2	Ensure that employees have the knowledge, skills and tools to improve performance	<ul style="list-style-type: none"> <li>• Over 90% of employees appraised during 2006/7.</li> <li>• Achieve Investors in People re-accreditation by August 2006.</li> <li>• Review management competencies framework by March 2007.</li> </ul>	All <i>CDL</i>	Service Improvement Plans
3	Value diversity in our people	<ul style="list-style-type: none"> <li>• Develop Disability and Gender Equality Schemes by December 2006 and April 2007 respectively.</li> <li>• Achieve Level 3 of the Equality Standard for Local Government by April 2009.</li> <li>• Develop and implement a diversity strategy and action plan.</li> </ul>	All	Service Improvement Plans
4	Build organisational leadership and management capacity	<ul style="list-style-type: none"> <li>• Review and update Management Development Programme by March 2007.</li> <li>• Deliver Extended Management Team and Setting the Standard organisational development programme for 2006/07.</li> </ul>	Resources; PPC <i>CDL</i>	Service Improvement Plans
5	Enhance member development and	<ul style="list-style-type: none"> <li>• Revised Member Development Strategy by</li> </ul>	LD	Service

	information services	<p>September 06.</p> <ul style="list-style-type: none"> <li>Integrated information resource established providing relevant and timely information March 07.</li> </ul>	CDL	Improvement Plans
<b>Service Delivery</b>				
6	Maintain the Council's '4-star' CPA rating	<ul style="list-style-type: none"> <li>Minimum score of 3 on all service blocks in CPA 2006.</li> <li>Prepare for corporate assessment including development of improvement plan by May 2006.</li> <li>Joint CMT and Cabinet Improvement Clinics initiated from summer 2006.</li> <li>Maintain or improve on the direction of travel rating of "improving well" in CPA 2006 and Contribute to national development of the CPA model and its successor.</li> <li>Achieve promising or excellent prospects in all service inspections.</li> </ul>	All C, ALL	Service Improvement Plans
7	Implement the new Local Area Agreement and new Local Public Service Agreement	<ul style="list-style-type: none"> <li>Work in partnership across the region and sub-region to develop a shared LAA approach by March 2007.</li> <li>Update the LAA by March 2007.</li> <li>Quarterly progress monitoring of LPSA achievement.</li> <li>Develop performance and improvement clinic approach for use at Local Public Services Board by summer 2006.</li> </ul>	All C, All	Service Improvement Plans
8	Deliver the Access to Services strategy	<ul style="list-style-type: none"> <li>Complete detailed design phase with report to Cabinet by winter 2006.</li> <li>Embed learning and good practice on customer care (from Customer First) into approach to Access to Services.</li> </ul>	Resources; DNS; All C, All	Service Improvement Plans
9	Enhance local democracy	<ul style="list-style-type: none"> <li>New scrutiny co-ordination arrangements established by October 2006.</li> <li>Revised management arrangements for elections implemented March 2007.</li> </ul>	LD C, All CDL	Service Improvement Plans

		<ul style="list-style-type: none"> <li>E-Genda successfully implemented contributing to delivery of E Democracy Oct 2007.</li> </ul>		
<b>Resource Management</b>				
10	Improve operational efficiency	<ul style="list-style-type: none"> <li>Achievement of efficiency targets highlighted by the Gershon review of public service efficiency: more than 2.5% per year.</li> <li>Complete the detailed design for phase 1 of the Stockton and Darlington partnership for support services by March 2007.</li> </ul>	Resources; All <i>CL</i>	Service Improvement Plans
11	Improve Council's Performance and Risk Management frameworks	<ul style="list-style-type: none"> <li>Implement integrated Risk Mgt/Audit ICT System across the Council by March 2007.</li> <li>During 2006/07 develop revised performance management framework during 2006/7. Framework to include: <ul style="list-style-type: none"> <li>Data gathering</li> <li>Performance monitoring</li> <li>Performance reporting (to both officers and members)</li> <li>Target setting</li> <li>Service reviews</li> <li>Service and resource planning</li> </ul> </li> </ul>	Resources; PPC; All <i>CL</i>	Service Improvement Plans
12	Strengthen the Council's approach to information management	<ul style="list-style-type: none"> <li>Develop by October 2006 and implement policies, strategies and action plans for each key element of information management.</li> <li>Adopt toolkits to assess progress and compliance with legislation, regulation, standards and codes of practice. Progress and compliance to be assessed by March 2007.</li> </ul>	CESC; All	Service Improvement Plans
<b>Operational Efficiency</b>				
13	ICT Modernisation and e-Government	<ul style="list-style-type: none"> <li>Customer relationship management: Complete Phase 1 implementation (Care for Your Area, Taxation and Benefits) by March 2007.</li> <li>Produce an option appraisal to renew the firewall infrastructure to improve the resilience of the</li> </ul>	Resources; All <i>CDL</i>	Customer Relationship Management Strategy

		firewall by May 2006.		Service Improvement Plans
14	Strengthen the Council's approach to procurement	<ul style="list-style-type: none"> <li>• e-Procurement – produce a business case for an e-Marketplace by May 2006.</li> <li>• E-Procurement – Implement e-Tendering/Quotation system by December 2006.</li> <li>• Undertake 1 Gateway Review on a major capital scheme during 2006/07.</li> <li>• Explore ways to enable more local businesses to supply the Council by March 2007.</li> </ul>	Resources; All <i>CDL</i>	Procurement Strategy  Service Improvement Plans
15	Reduce sickness absence levels	<ul style="list-style-type: none"> <li>• Reduce sickness absence by half a day per year (per Full Time Employee) over next three years. <ul style="list-style-type: none"> <li>- 2006/7 – 10.9</li> <li>- 2007/8 – 10.4</li> <li>- 2008/9 – 9.9</li> </ul> </li> </ul>	All <i>CDL</i>	Service Improvement Plans

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## Section 6: Performance Monitoring and Review

In order to ensure successful delivery of all plans, we have long recognised the importance of robust performance monitoring and review arrangements. The Council Plan is monitored in a number of ways:

1. Six monthly updates of progress on the whole Council Plan are reported to the Corporate Management Team, Cabinet, and the Executive Scrutiny Committee.
2. The Corporate Management Team work programme for deliberative meetings is based on in depth review of key Council Plan objectives on a cyclical basis.
3. Cabinet review progress with key issues on a cyclical basis.
4. Thematic select committees review key performance information on a cyclical basis linked to their work programmes

The above monitoring arrangements are underpinned by regular quarterly monitoring of key corporate performance indicators, and monitoring of individual service plans.

Monitoring of key corporate performance indicators informs consideration of progress on overall priorities, flags up any emerging problem areas and is also a useful tool for future planning. The key elements of quarterly corporate performance indicator monitoring are:

1. Monitoring of a corporate basket of 85 key performance indicators.
2. Monitoring of progress against the Local Public Service Agreement: current performance, use of freedoms and flexibilities and budget.
3. Monitoring of progress against the Local Area Agreement: current performance, use of freedoms and flexibilities and budget
4. Monitoring of the nature and number of complaints received by service area.

Full details of the Council's corporate basket of performance indicators, LPSA and LAA agreements and the latest performance monitoring reports are available at [www.stockton.gov.uk](http://www.stockton.gov.uk) or on the Council's Intranet site for employees.

Beneath the Council Plan, there is a hierarchy of service plans which set out actions to deliver overarching corporate objectives. At a Service Grouping level, service improvement plans are regularly monitored and progress is reported six monthly to CMT, Cabinet and the Executive Scrutiny Committee.

Since 2003, the Council has conducted quarterly 'Improvement Clinics' to consider progress in key plans and performance indicator evidence alongside each other. These Corporate Clinics are a joint meeting between Corporate Management Team members and Heads of Service across the Council. In 2006 periodic joint improvement clinics with Cabinet will be held. Each clinic focuses on a number of issues where there are performance concerns, and provides an opportunity for a cross-service discussion about how performance can be improved. The clinics are solution focused and foster a collective ownership of performance issues, enabling good practice and ideas to be shared across the council.

### **Stockton Renaissance Partnership Board**

The Council Plan sets out how the Council will seek to deliver its contribution to the local Community Strategy, which is owned by Stockton Renaissance Partnership Board. The Partnership Board was established in 1998, in anticipation of the Government's support for regeneration through partnership. The Government have subsequently formalised the requirement for local authorities to work in partnership with other organisations to promote economic, environmental and social well-being. The Renaissance Partnership provides a single overarching local co-ordination framework within which other geographic and thematic partnerships can operate effectively. Its members represent;

- the Community and Voluntary sector,
- Stockton-on-Tees Borough Council,
- the business sector,
- ONE North East,
- Area Partnership Boards, (Renaissance Central Area Partnership Board, Eastern Area Partnership Board, Western Area Partnership Board and Northern Area Partnership Board),
- Liveability Partnership (including Housing, Environment & Civil Renewal representation),
- Health Improvement Partnership,
- Economic Regeneration & Transport Partnership (including adult learning representation),
- Children's Trust Board,
- Members of Parliament,
- Safer Stockton Partnership.

## Annex 1: Local Public Service Agreement

The Local Public Service Agreement is reflected in the Council Plan. It is also fully integrated within the Council's corporate basket of key performance indicators, and as such is monitored through quarterly performance monitoring.

<b>Local Public Service Agreement</b>					
<b>Outcome</b>	<b>Performance Indicator</b>	<b>Baseline Period</b>	<b>Baseline Performance</b>	<b>Performance without LPSA</b>	<b>Performance with LPSA</b>
1. To increase the % of household waste recycled in the Borough	BVPI 82 (a) and (b): percentage of the total tonnage of household waste arisings which have been recycled and composted	2003/04	10.86%	20%	22%
2. To reduce the number of people killed or seriously injured on Stockton's roads	BVPI 99 (ai): The number of people killed or seriously injured in road accidents	2003 (Jan to Dec)	108	80 (Jan 2006 to Dec 2006)	72 (Jan 2006 to Dec 2006)
3. To reduce the number of dwelling burglaries in the Borough	The ratio of burglaries per 1,000 households between the Stockton rate and the average rate for the family of most similar CDRPs.	2003/04	1.2 (i.e. 27.67:23.09)	Maintain at 1.2 over the 3-year period April 2004 to March 2007	1.15 over the 3-year period April 2004 to March 2007
4. To reduce overall crime levels by reducing the rate of re-offending among young people	The number of young offenders who re-offend within 12 months in (a) 2004 (b) 2005	2002 (Jan to Dec)	50.1%	(a) 48.5% (b) 44.9%	(a) 43.5% (b) 39.9%
5. To reduce the incidence of poor health such as coronary heart disease and lung cancer caused by smoking	The number of people who approached the Smoking Cessation Service for help in stopping smoking, who were still 'quitters' after four weeks	2003/04	1,202	3,606	3,786



6. To enhance the independence of individuals with health & social care needs and to extend choice within service provision	a) The number of adults and older people who take up direct payments b) The number of carers receiving a carers break or specific carers service following an assessment of needs	Period ending 31 <sup>st</sup> March 2004	a) 44 people b) 170 people	a) 135 people b) 230 people	a) 221 people b) 330 people
7. To increase the number of people who are in receipt of an incapacity benefit moving into paid work	a) The number of people in receipt of an incapacity benefit who gain a Job Entry between 1/4/2005 and 31/3/2007. b) The number of people in receipt of an incapacity benefit who gain a Job Entry between 1/4/2005 and 31/3/2007 that is sustained for 16 hours or more a week and for a period of at least 13 consecutive weeks or more.	2004/5	a) 214 b) 96	a) 428 b) 214	a) 588 b) 323
8. To increase educational attainment at key stage 3 by improving the transition from primary to secondary education.	The average National Curriculum point score across all three core subjects at the end of Key Stage 3 for all schools maintained by Stockton on Tees (as measured and recorded in the DfES performance tables)	Summer 2003	33.6	34.4	34.9
9. To improve the life chances of young people and educational	The percentage of children across the Borough achieving the early learning	Summer 2004	P&SD 54% CL&L 34%	P&SD 56% CL&L 36%	P&SD 60% CL&L 40%

attainment at foundation level	goals by the end of the final term of the foundation stage in two areas of learning: a) Personal, Social and Emotional Development b) Communication, Language and Literacy				
10. To improve the life chances of vulnerable young people by increasing the numbers in education, employment or training	The percentage of vulnerable young people reaching statutory school leaving age between June 2004 and June 2007 who are engaged in education, employment or training for at least 16 hours in any week during November 2007	2001 to 2004	57%	60%	70%
11. To reduce the incidence of poor health and obesity in the Borough by increasing the number of people who regularly take part in active sport and leisure	a) The percentage of adults participating in at least 30 minutes of moderate intensity, sport and physical activity on 5 or more days each week.	2004	26%	26%	31%
	b) The number of 5 – 11 year olds participating in an average of 2 hours of high quality PE and school sport a week within and beyond the National Curriculum during one complete school year.	2004	50%	75%	85%
	c) The number of 12-16	2004	80%	85%	90%

year olds participating in an average of 2 hours of high quality PE and school sport a week within and beyond the National Curriculum during one complete school year.

<p>12. To reduce the number of adults who have literacy and numeracy problems in Stockton-on-Tees</p>	<p>The number of adults starting a course during the period 01/08/2004 to 31/07/2007 and achieving qualifications in the same period in adult literacy and numeracy as defined by QCA/BSA at:  a) entry levels 1, 2 or 3  b) entry levels 1  c) entry levels 2</p>	<p>2003/04</p>	<p>a) 41% of starters successful  b) 54% of starters successful  c) 63% of starters successful</p>	<p>a) 43% of starters successful  b) 56% of starters successful  c) 65% of starters successful</p>	<p>a) 46% of starters successful  b) 59% of starters successful  c) 68% of starters successful</p>
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## Annex 2: Community Strategy and Local Area Agreement Summary

### The Community Strategy

The Stockton Renaissance Partnership has set out an ambitious policy platform for improving the quality of life for communities within the Borough, within the overall context of “promoting achievement and tackling disadvantage”. This recognises the disparities in affluence and deprivation within the Borough and underlines the commitment to work in partnership to eradicate the inequalities of resource and opportunity which prevent many of the people living in the Borough from participating in a culture of achievement, whilst at the same time maximising opportunities for further success for all. The Community Strategy sets out this vision and the key improvement areas for the Borough of Stockton on Tees.

### Shared Priorities between Central and Local Government

This is a set of priorities for improving the quality of life for local communities which is shared between central and local government. Central to pursuing these objectives are:

- effective partnership working at a local level, marshalling the resources of all the relevant agencies;
- a true partnership between central government and localities which supports effective local delivery;
- powerful community and political leadership locally to identify or promote the priorities in each locality; and
- effective community engagement at a neighbourhood level to focus and support the contribution of public bodies.

To enable delivery of these priorities at a local level, the Community Strategy themes were reviewed in 2005/06. The new themes are shown below together with a comparison to Central Governments’ shared priorities.

<b>Community Strategy Policy Themes</b>	<b>Central-Local Priorities</b>
Children and Young People	Children and Young People
Healthier Communities and Adults	Healthy Communities
Safer Communities	Safer and Stronger Communities
Economic Regeneration and Transport	Transport
Liveability (including Environment, Housing and Civic Renewal)	Sustainable Communities (including Environment, Housing, Regeneration).

The most recent Community Strategy can be downloaded from [www.stockton.gov.uk](http://www.stockton.gov.uk). Alternatively, hard copies are available from the Policy and Performance Standards Unit by telephoning 01642 526087 or emailing [ppsu@stockton.gov.uk](mailto:ppsu@stockton.gov.uk).

## The Local Area Agreement

Local Area Agreements are a Central Government initiative and were initially developed in 2005. They aim to improve services locally by better joint working between central and local government through a simplified funding and performance monitoring regime. Stockton was one of 21 authorities chosen to pilot Local Area Agreements in 2005. We believe that Local Area Agreements are an excellent opportunity for both central and local government to improve service delivery and bring about greater efficiencies. More importantly, we feel the stronger focus on priorities and increased capacity arising from LAAs will greatly benefit communities in this Borough. Our Local Area Agreement is currently being updated for 2006. Building on the existing 2005 agreement, we are adding a fourth block for Economic Regeneration and Transport which has been negotiated with our partners. The Local Area Agreement will continue to be monitored through Stockton Renaissance alongside the Borough's Community Strategy. The Council is a key partner in the delivery of this agreement.

During the first year of our LAA, the clarity of our vision has developed. The overarching vision for Stockton's Local Strategic Partnership is to use our LAA to improve local services and quality of life in line with the vision for the future, which is set out in the Community Strategy. In Stockton we believe that there are 4 key aims for the LAA process in achieving this vision.

- Devolution from Central Government to Local Government of funding and powers with a new balance in the vertical relationship.
- Stronger horizontal accountability and partnerships at a local level across local service providers in the public, private and voluntary sector.
- To generate efficiencies and reduce red tape.
- To challenge and promote stronger horizontal accountability within central government.

In relation to these aims we have developed a series of objectives for 2006.

- **Devolution from Central to Local Government of funding and powers**
  - Develop the LAA implementation in partnership with Government Office North East (GONE), aiming to further improve central/local relationships and find new ways of working to deliver shared aims and improved outcomes for local people
  - Work in partnership within the sub-region, region and nationally to develop the menu of devolved powers, freedoms and funding.
- **Stronger horizontal accountability and partnerships at a local level**
  - To provide a focus on a range of agreed outcomes that are shared by all the delivery partners nationally and locally and which we all agree to work towards achieving.
  - Strengthen inclusivity and local focus of the "annual conversation" on the central/local priorities for the Borough
- **Generate efficiencies and reduce red tape**
  - To simplify the number of funding streams from central Government going into the area, and to avoid the bureaucracy which is often associated with controlling and monitoring the funding streams. The Gershon efficiencies which should be realised at both central and local level should help us provide more and better outcomes.

- Streamline centrally determined performance and financial monitoring regimes, retaining only overarching LAA monitoring
  - Integrate local performance and financial monitoring frameworks as part of the LAA, with a risk-based approach providing the necessary assurance to central government.
- **Challenge and promote stronger horizontal accountability in central government**
    - Track barriers to devolution, horizontal working and efficiencies which are generated by central policy-making and provide robust feedback.

We aim to use this initiative in tandem with the recently established Public Sector Board (PSB), which supports the Local Strategic Partnership.

Details of Stockton's Local Area Agreement are set out overleaf for the four key priority areas:

- Children and Young People
- Healthier Communities and Older People
- Safer and Stronger Communities
- Economic Development and Transportation

For each priority area, there are three components to the agreement, each of which is detailed overleaf:

- specification of the funding streams to be included in a 'single pot'
- specification of the key outcomes to be achieved in the priority area
- specific performance targets to measure achievement

The agreement will continue to be updated annually as part of a "continued conversation" with both regional and central governments. We expect to see increasing benefits and closer alignment with the Borough's Community Strategy as the approach is further developed. A full copy of the signed agreement and monitoring arrangements can be obtained via the Council's website: [www.stockton.gov.uk](http://www.stockton.gov.uk).

## Children and Young People

Block: Children and Young People			
Funding Streams to be pooled	Allocation (£)		
	2005/06	2006/07	2007/08
1. Children's Fund	678,804	603,634	592,245
2. Adoption Support	119,000	NA	NA
3. Choice Protects	213,000	NA	NA
4. Vulnerable Children	161,220	NA	NA
<b>Children's Services Grant (replaces 2, 3 and 4 above)</b>		582,000	582,000
5. KS 2 Central Co-ordination	152,133	152,133	152,133
6. KS 3 Central Co-ordination	173,250	166,418	166,418
7. KS 3 Behaviour and Attendance Co-ordination	68,300	68,300	68,300
8. Teenage Pregnancy Strategy	221,000	165,000	165,000
9. Education and Health Partnership	29,224	29,224	29,224
10. Extended schools	322,000	328,000	328,000
11. Safeguarding Children	340,000	<b>No further funding available.</b>	
12. Change Fund	47,000		
13. Standard Fund BIP	1,133,600		
<b>14. Sure Start:</b>		Pooled for 2006/7	Pooled for 2007/8
▪ General Fund	Aligned in	1,847,801	1,822,761
▪ Local Programme	2005/06	3,906,872	3,241,477
15. Neighbourhood Nurseries	426,569	139,833	139,833
16. Childcare Grant	1,239,713	1,708,167	1,708,167
17. Milk Grant	38,692	40,389	40,389
18. E2E (LSC funding)	90,000	55,000	55,000
19. Transforming Youth Work Development Fund (DfES) (from 2006/7 the Youth Opportunity Fund)	45,808	49,000	49,000
<b>NRF</b>			
20. Neighbourhood Renewal (NHR) <sup>1</sup>	4,040,000	3,684,295	3,701,049
21 Neighbourhood Element <sup>1</sup>		412,000	516,000
22 Cleaner, Safer, Greener <sup>1</sup>		1,130,000	970,000
23 Neighbourhood Management Pathfinder (NMP) <sup>1</sup>	657,510	463,875	386,670
Funding Streams to be aligned for 2006/7 aiming for pooling of key elements in the future	Allocation (£)		
	2005/06	2006/07	2007/08
24. Connexions		To be included for operational spend in the Area in future years once the detailed arrangements have been agreed with partners.	
25. Learning and Skills Council		To be included in future years once the detailed arrangements have been agreed with partners.	
26. Sport England Community Investment Fund <sup>1</sup>		To be included in future years once the detailed arrangements have been agreed with Sport England.	

## Outcomes to be delivered

### Outcome 1 Be Healthy

- *Teenage Conception* : reduce the level of teenage pregnancy in 17 year olds and under;
- *Substance Misuse* : Reduce substance misuse by children and young people, reduce the effects on children and young people of drug misuse by parents or carers and reduce the level of smoking by children and young people;
- *Obesity* : reduce levels of obesity in children;
- *Infant mortality* : reduce the level of infant mortality;
- *Health of children and young people across the Borough*: Reduce level of health inequalities for children and young people across the Borough.

### Outcome 2 Stay Safe

- *Outcomes for children and young people who are looked after*; improve the long-term stability of children looked after;
- *Child Safety*: reduce the levels of serious accidents and deaths of children in domestic and non-domestic situations through the development of preventative strategies.
- *Safeguarding Children*; develop the role of the Local Safeguarding Children's Board in safeguarding and promoting the welfare of children and young people.

### Outcome 3 Enjoy and Achieve

- *Raising Achievement*: continue improvements in educational attainment across key stages for all children and in particular for children from black and minority ethnic groups and hard to reach groups of children. Reduce the gap between areas of deprivation and other areas of the Borough;
- *Increasing enjoyment*; by improving access, participation, inclusion, progression, curriculum flexibility and enrichment across phase;
- *Raise standards*; by improving the quality of strategic leadership, management and governance in schools and settings across the borough across phase;
- *Increase the range of accessible culture/leisure/sporting activities for children and young people*: by developing services across statutory, voluntary and independent sectors as a result of consultation with young people.

### Outcome 4 Make positive contribution

- *Participation and Involvement* : increased involvement of children and young people in service development and delivery and community life in general; increased involvement of parents and carers in service development and delivery;
- *Reduction in Youth Crime*: reduce the level of offending by young people and the impact of crime on young people.

### Outcome 5 Achieve Economic well-being

- *Young people into employment and training* : increase the level of young people leaving school who access further education, employment and training;
- *Accommodation for young people*: reduce the level of homelessness of young people.

### The following cross-cutting priorities relate to all five outcomes:

- Improve the range and accessibility of services for children with complex needs;
- Improve outcomes for looked-after children: improved stability of placements, health, choice of placement, educational attainment, move into employment and training;
- Improved identification of hard-to-reach children and services for them;
- Improve transitions from home to school to independence;
- Development of early intervention and support

## Proposed indicators

### Be Healthy

1. Reduce unwanted teenage pregnancies through a reduction in the 15 - 17yrs conception rate. 50% change by 2010 from a baseline of 52 per 1000 in 1998. (NR target)
2. Increase the number of children and young people completing routine immunization program and increase MMR rates from 76.87 in 2003/04 to 90% by 2007. (NR Target)



3. Increase the proportion of mothers breastfeeding at 6 weeks by 20% by 2007 (baseline to be determined) **(Sure Start)**
4. Increase the number of 5 – 16 year olds participating in an average of 2 hours of high quality PE and school sport a week within and outside of the curriculum during one complete school year:
  - ( i ) primary schools : from 50% in 2004 to 85% in 2007
  - ( ii ) secondary schools : from 80% in 2004 to 90% in 2007 **(LPSA target 11 parts b and c)**
5. Increase the numbers of schools to achieve healthy school award from 10% in 2004 to 50% by summer 2006 and 75% by summer 2007.
6. Increase the number of schools to achieve Drugs Education Team Award from 30% in 2004 to 50% by 2006 and 80% by summer 2007.
7. **Reduce smoking in young people to 9% by 2010.**
8. **Reduce the number and proportion of mothers in Sure Start local programme areas who continue to smoke during pregnancy. (Sure Start)**
9. Decrease the % of young people who are obese (baseline and target to be determined).

### Stay Safe

10. Reduce number of 0 - 15 year olds seriously injured or killed in road accidents from 21 in 1994-1998 (average) to 11 in 2010.
11. Reduce the number of re-registrations on child protection register from 21% in 2001 to <14% in 2007.
12. Increase the % of under 18s looked after for 4 years living in same placement for at least 2 years or placed for adoption from 45% in 2001 to >50% in 2007.
13. Maintain the percentage of young offenders requiring an early intervention and treatment service at tier 2, 3 or 4 who receive the service within 10 days at 100%.

### Enjoy and Achieve

14. Increase the number of pupils across the Borough achieving the early learning goals by the end of the foundation stage in two key areas of learning: personal and social development and communication, language and literacy from 54% and 34% in 2004 to 60% and 40% by 2007 respectively **(LPSA target 9)**
15. Increase educational attainment of 11 year olds:
  - i. Increase the % of pupils achieving level 4+ in English at the end of Key Stage 2 from 83% in 2004 to 85% by summer 2007
  - ii. Increase the % of pupils achieving level 4+ in Maths at the end of Key Stage 2 from 80% in 2004 to 85% by summer 2007
16. Increase educational attainment of 14 year olds:
  - i. Increase the % of 14 yr old pupils achieving level 5+ in English at Key Stage 3 from 72% to 78% by summer 2006
  - ii. Increase the % of 14 yr old pupils achieving level 5+ in Maths at Key Stage 3 from 73% to 78% by summer 2006
  - iii. Increase the % of 14 yr old pupils achieving level 5+ in Science at Key Stage 3 from 70% to 75% by summer 2006
  - iv. Increase the % of 14 yr old pupils achieving level 5+ in ICT at Key Stage 3 from 67% to 76% by summer 2006
  - v. Increase the Average Points Score across all three core subjects at the end of Key Stage 3 from 33.6 to 34.9 by summer 2007 **(LPSA target 8)**
17. Increase attainment for 15/16 year olds:
  - i. Increase the % pupils achieving at least 5+ A\* to C GCSE or equivalent at Key Stage 4 from 55% to 57% by summer 2006
  - ii. Increase the average GCSE (or equivalent) point score gained by 15 year old pupils from 354 to 364 by summer 2007
18. Increase the educational attainment of looked after children:
  - i. Increase the % 15 yr olds in care for twelve months or more achieving qualification equivalent to at least 5 GCSE at Grade A\* - C at Key Stage 4 to 16% by summer 2007
  - ii. Increase the % of 11 year old pupils in care for twelve months or more achieving level

- 4+ in English and Maths at Key Stage to 38% by summer 2007
- iii. Increase the percentage of young people leaving care aged 16 or over with at least 1 GCSE at Grade A\* to G, or GNVQ from 40% in 2002 to 79% in 2007

19. Reduce the attainment gap at KS2 level 4 between NR and non-NR areas from 18% to 17% in English and Maths by Summer 2007.(NR)
20. Raise standards in English, maths and science in secondary education so that by 2008, in all schools located in the districts in receipt of NRF, at least 50% of pupils achieve level 5 or above in each English, maths and science..(NR)
21. Reduce the attainment gap between NR and non-NR areas for 15 year olds achieving 5 or more A\*-C GCSEs from 32% to 30% by Summer 2007.(NR)
22. Children and families from all neighbourhood areas will have access to the full core offer of Children's Centre services by 2008 (NR)
23. Increase the stock of childcare places in disadvantaged and other areas (to secure sufficient supply to meet the needs of families and develop a sustainable market). Children and families from all neighbourhood areas will have access to the full core offer of Children's Centre services by 2008 (NR) ( Sure Start)
24. Increase the number of operational Childrens' Centres by 6 by 2008 ( sure start)

### Make a Positive Contribution

25. Maintain the low number of permanent exclusions from school at no more than 23
26. Reduce the number of half days missed through absence from 5.31% to 4.78% in primary schools and 7.78% to 6.75% in secondary schools by summer 2006
27. Reduce the percentage of children looked after continuously for 12 months and were of school age, who missed at least 25 days schooling for any reason during the previous year, from 8% in 2001 to <8% in 2007.
28. Reduce overall crime levels by reducing the rate of re-offending among young people: Reduce the number of young offenders in (a) 2004 and (b) 2005 who re-offend within 12 months from 50.1% baseline in 2002 to 43.5% and 39.9% respectively by 31<sup>st</sup> December 2006 (LPSA target 4)
29. Three extended school clusters operational by Summer 2006
30. Decrease the percentage of children aged 10 or over and looked after for at least 12 months given final warning / reprimand or conviction as expressed as a ratio comparison with the wider population from 1.9 in 2004/5 to below 1.5 in 2007.

### Achieve economic well-being

31. Increase the number of vulnerable young people reaching statutory school leaving age between June 2004 and June 2007 who are still engaged in education, employment or training in November 2007 from 57% to 70% (LPSA target 10)
32. Reduce the % of 16 –18 yr olds not in education training or employment reduced from 15.1% (2003 data) by 2% points by 2010
33. Percentage of young people looked after on 01 April in their 17 year (aged 16) who were engaged in education, training or employment at the age 19 as expressed as a ratio with the wider population from 0.89 to 0.95 by 2007.
34. Reduce the proportion of young children living in households within the children centre areas where no-one is working by increasing the take up of training, and education from 600 in 2004/05 to 800 by 2006

# Healthier Communities and Older People

<b>Block: Healthier Communities and Older People Block</b>			
<b>Funding Streams to be pooled</b>	<b>Allocation (£)</b>		
	2005/06	2006/07	2007/08
1. Access and Systems Capacity	1,967,000	1,839,000	1,839,000
2. Residential Allowance	907,000	No further funding available.	
3. Carers Grant <sup>1</sup>	648,000	649,000	649,000
4. Preserved Rights	710,000	600,000	600,000
5. Delayed Discharge	337,000	328,000	328,000
6. HIV/Aids	27,000	27,000	27,000
7. Jobcentre Plus	Mainstream Funds used to support initiatives such as helping people on incapacity benefit to get jobs.		
8. North Tees Primary Care Trust	Mainstream Funds used to support outcomes such as smoking cessation, obesity etc.		
<b>NRF</b>			
9. Neighbourhood Renewal (NHR) <sup>1</sup>	4,040,000	3,684,295	3,701,049
10 Neighbourhood Element		412,000	516,000
11 Cleaner, Safer, Greener		1,130,000	970,000
12 Neighbourhood Management Pathfinder (NMP) <sup>1</sup>	657,510	463,875	386,670
<b>**see note</b>			
<b>Supporting People</b>			
13 Supporting People Care Grant	2,753,000	2,745,000	2,608,000
14 Supporting People Admin Grant	129,000	129,000	129,000
15 Homelessness Strategies	39,000	39,000	39,000
<b>Funding Streams to be aligned for 2006/7 aiming for pooling of key elements in the future</b>	<b>Allocation (£)</b>		
	2005/06	2006/07	2007/08
16 Sport England Community Investment Fund <sup>1</sup>	To be included in future years once the detailed arrangements have been agreed with Sport England.		
<b>Outcomes to be delivered</b>			
<b>Outcome 1</b> Improved health of the population			
<b>Outcome 2</b> Increased life expectancy			
<b>Outcome 3</b> Reduced health inequalities for the Borough			
<b>Outcome 4</b> Reduce health inequalities within the Borough			
<b>Outcome 5</b> Improved quality of life			
<b>Outcome 6</b> Independence of older people			

## Note

Supporting People. Stockton has requested to be a pilot for pooling of the supporting people funding for 2006/07. A number of the requirements have already been met by the supporting people team at Stockton and as such a meeting has been set up with GONE and ODPM to discuss this proposal further.

<sup>1</sup> Carers grants in children and young people also apply to healthier communities and older people blocks

## Proposed indicators

### Outcomes 1- 5

1. Reduce the death rate from various cancers from 155 per 100,000 population in 2000 to 120.5 per 100,000 population in 2008
2. Reduce premature mortality rates and reduce inequalities in premature mortality rates between wards/neighbourhoods by with a particular focus on reducing the risk factors for heart disease, strokes and related diseases (CVD) smoking, diet and physical activity) ( NR Target) by :
  - Reduce the gap in the overall the death rate between the neighbourhood renewal areas of 128 per 100,000 population (based on the 3-year average for 1998 – 2000) and Borough average of 108 per 100,000 population from 20 to 15 by 2015 (NR target)
  - Reduce the death rate from coronary heart disease from 138 per 100,000 population in 2000 to 100 per 100,000 population in 2008
  - Reduce smoking in adults: Increase the number of people who approached the Smoking Cessation Service for help in stopping smoking, who were still 'quitters' after four weeks from 1,202 in 2003/04 to 3,786 in 2006/7 (LPSA target 5)
  - Increase the percentage of adults participating in at least 30 minutes of moderate intensity, sport and physical activity on 5 or more days each week on average over a year<sup>1</sup> from 26% in 2004 to 31% in 2007 (LPSA target 11 part a) (NR target)
  - Decrease the % of people who are obese – Develop a strategy to reduce the number of obese people in line with the new Community Health White Paper "Our Health, Our Care, Our Say". (NR target)
3. Flu vaccinations – Persons vaccinated against flu as a percentage of the number of people aged 65 or over (Target 70%)
4. Cervical screening – 80% of women aged 25-64 screened for cervical abnormalities (NR target)
5. Breast screening – 70% of women aged 50-70 screened for breast abnormalities (NR target)
6. Increase the percentage of households (or households without access to a car) within 15 and 30 minutes of a hospital by public transport (baseline and target to be determined)
7. Maintain the rate of all delayed transfers of care per 1000 population over 65 at 3.3% or below.
8. Increase the participation of problem drug users in drug treatment programmes by 100% by 2008, from 380 (1998 baseline) to 1020 (target for 07/08)
9. Increase year on year the proportion of problem drug users sustaining or successfully completing treatment programmes, from 47% (baseline for 2003/04) to 55% (target for 07/08)

### Outcome 6

10. Maintain the number of older people helped to live at home above 90 per 1000 over 65 years
10. Increase the number of people receiving direct payments from 44 people in 2003/04 to 221 people during 2004/7 (LPSA target 6 part a)
11. Reduce admissions of supported residents aged 65 or over to residential / nursing care at between >70<100 per 10,000. (PAF C26 )
12. Maintain admissions of supported residents aged 18-64 to residential / nursing care at >2<3 per 10,000. (PAF C27)

13. Increase the number of carers receiving a carers' break or specific carers' service following an assessment of needs from 170 in 2004 to 330 in 2006/7 (LPSA target 6 part b)
14. Improve Adult Literacy and Numeracy – reduce the number of adults who have literacy and numeracy problems in Stockton on tees. (LPSA target 12)
- Number of adults achieving qualifications between August 2004 and March 2007 at entry Levels 1, 2 or 3 (46%)
  - Number of adults achieving qualifications between August 2004 and March 2007 at entry Level 1 (59%)
  - Number of adults achieving qualifications between August 2004 and March 2007 at entry Level 2 (68%)

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## Safer and Stronger Communities

Safer & Stronger Communities			
Funding Streams to be pooled	Allocation (£)		
	2005/6	2006/07	2007/08
1. Safer and Stronger Communities Fund (former BSC Strand)	230,650	255,650	255,650*
2. ASB CDRP Allocation	25,000	No further funding available	
3. Domestic Violence	30,000	30,000	30,000*
4. Neighbourhood Policing Fund	1,260,000	Nil	1,260,000* <sup>1</sup>
5.4 YJB Drugs	49,068	49,068*	49,068*
5.5RAP	136,130	136,130*	136,130*
5.6Sub Misuse	82,000	82,000*	82,000*
6. Arson Control Forum	72,000	15,000*(£)	15,000*(£)
7. Through Care After Care / DIP	600,322	600,322*	600,322*
8. Pooled Treatment Budget <sup>2</sup>		1,984,165	2,495,435
9.DAT Partnership Support Grant	67,808	67,808 *	67,808 *
10. ODPM Homelessness Directorate	29,000	39,000	39,000*
11. Wrap Comms 2		83,000*	83,000*
Wrap Comms – Green Waste		10,000*	10,000*
12. ODPM/LGA Capacity Building Prog. Funding for Public Protection Recruitment	10,000	10,000*	10,000*
13. Community Empowerment Network (Single Programme Budget)	270,000	**106,000	**106,000
<b>NRF</b>			
14. Neighbourhood Renewal (NHR) <sup>1</sup>	4,040,000	3,684,295	3,701,049
15 Neighbourhood Element		412,000	516,000
16 Cleaner, Safer, Greener		1,130,000	970,000
17 Neighbourhood Management Pathfinder (NMP) <sup>1</sup>	657,510	463,875	386,670

\*\* subject to available funding

Funding Streams to be aligned for 2006/7 for pooling of key elements in the future	Allocation (£)		
	2005/6	2006/07	2007/08
18. Cleveland Road Safety Partnership funds: early access to a small proportion for road safety training (see Freedoms p.16).	140,000	140,000	140,000
19. BCU Fund		157,695	157,695*
20. Single Housing Investment Pot			
a) Tees Valley Housing Market Restructuring	575,000	1,721,000	1,105,000*
b) Private Sector Decent Homes	1,056,000	935,000	965,000*
21. ODPM Low Demand Housing Needs Restructuring fund	1,310,000	1,375,000	424,000*
22.1 YJB Grants – Core Grant <sup>3</sup>	225,054	217,444	217,444*
22.2 ISSP (Stockton element)	196,800	196,800	196,800*
22.3 YJB ETE (Stockton element)	37,444	37,444	37,444*
22.4 YJB Drugs	49,068	49,068*	49,068*
23. Sport England Community Investment Fund <sup>1</sup>	To be included in future years once the detailed arrangements have been agreed with Sport England.		

Funding Stream 18 – Road Safety Partnership Funding. Pooling requested. Subject to further development work on approval of Freedom and Flexibility by GONE.

Funding Streams 20 – Single Investment Pot and funding stream 21 - Low Demand Housing are aligned locally, strengthened by the joint approach by the Local Public Service Board. We are requesting continuous challenge and close working with GONE over the coming months to explore and develop ways to pursue the outcomes we desire in these areas to enable greater flexibility at a local level, in so doing meeting the LAA objectives set out at the front of this document.

Youth Justice Board funding Streams – Mini LAA requested. Further development work through continued discussion with GONE to develop a proposal to the Home Office to identify potential progression in this area.

*Figures based on current allocations, and on future allocations, where known. New figures explained in footnotes below:*

*\* denotes uncertainty about future funding, but inclusion in the Agreement denotes the need for this funding to continue to be made available in order to support the achievement of the outcomes listed below.*

<sup>1</sup>Figures based on 0.3% of national increase in number of PCSOs, assuming £30K as the annual cost of a PCSO, 100% in year 1 and 75% in year 2.

<sup>2</sup>Based on share of £60k now allocated to Cleveland Fire Brigade.

## Outcomes to be delivered

**Outcome 1 and 7** Reduce crime, the harm caused by illegal drugs, and to reassure the public, reducing the fear of crime and anti-social behaviour

**Outcome 2** Promote safe and sustainable neighbourhoods.

**Outcome 3** Increase the supply of quality, affordable accommodation for sale and/or rent.

**Outcome 4** Improve the standard of life for people in the most disadvantaged neighbourhoods and ensure those service providers are more responsive to neighbourhoods needs and improve their delivery.

**Outcome 5** To have Cleaner, greener and safer public spaces

**Outcome 6** Improve the quality of parks and countryside ensuring that they satisfy local needs for leisure, education and biodiversity.

**Outcome 8** To empower local people to have a greater voice and influence over local decision making and the delivery of services, and support community cohesion.

## Proposed indicators

### Outcomes 1, 2

1. Reduce Crime in line with local crime and disorder partnership targets and narrow the gap between the worst performing wards/neighbourhoods and other areas across the district. (NR target)
2. Reduce total recorded crime (all crime) from 2003/04 baseline (20,534) by 20%  
End of 2005/06 – reduction of 13%, to 17,865  
End of 2006/07 – reduction of 17%, to 17,045  
End of 2007/08 – reduction of 20%, to 16,427
3. Maintain and improve attitudes to safety and community cohesion (as measured by local MORI survey and BVPI surveys)
  - i. Maintain the percentage of people who say they feel safe walking outside in their area alone in the daytime at 94% (2004 baseline)
  - ii. Maintain the percentage of people who say they feel safe walking outside in their area alone after dark at 54% (2004 baseline)
  - iii. Maintain the percentage of people who say their local area is a place where people from different backgrounds get on well together at 63% (2004 baseline)
4. Reduce the number of dwelling burglaries in the Borough: To improve the ratio of burglaries per 1,000 households between the Stockton rate and the average rate for the family of most similar CDRPs from 1.2 (i.e. 27.67:23.09) in 2003/04 to 1.15 over the 3-year period April 2004 to March 2007 (LPSA target 3) (NR Target – to be measured for NRF SOAs alongside)
5. Reduce/maintain the average length of stay of households which include dependent children or a pregnant woman and which are unintentionally homeless and in priority need:
  - i. In bed and breakfast accommodation, to maintain current performance at less than 5 weeks
  - ii. In hostel accommodation, to reduce from 14 weeks in 2003/04 to less than 10 weeks by 2007
6. To deal with at least 800 referrals (2,025 individuals assisted) over the three-year period April 2005 to March 2008 and maintain a 90% occupancy rate for the refuge year on year.

### Outcomes 2, 3, 4

7. Maintain the percentage of people surveyed who were satisfied with their local area at 85%
8. Number of properties demolished in areas of housing market failure
  - 2005/06 – 131
  - 2006/07 – 299



- 2007/08 – 153
  - 2008/09 - 140
9. Number of additional units provided
- 120 by 2005/06
  - 92 by 2006/07 (13 supported, 68 for rent and 10 for shared ownership)
  - 104 by 2007/08 (74 for rent and 30 for shared ownership)
  - 104 by 1008/09 (provisional figures – 74 for rent and 30 for shared ownership)
10. As part of an overall Housing strategy for the district, improve housing conditions within the most deprived neighbourhoods/ wards, with particular focus on ensuring that social housing is made decent by 2010. ( NR Target)
11. Reduce the percentage of non-decent Council-owned property:
- 2006/07 – 43%
  - 2007/08 – 23%
  - 2008/09 - 12%
12. 12% Council homes in NRF areas to be made decent during 2006/7.
13. 225 private sector properties to be made decent through the direct take-up of financial packages of support to vulnerable private sector households (by 2009) (NR target)
14. Increase mandatory licensing for Houses in Multiple occupation:-
- i. 90 HMOs to be licensed by December 2008
  - ii. All licensed homes inspected within 5 years of application
15. Introduce a selective licensing scheme within low demand private sector housing areas in the Borough by November 2007

#### Outcomes 2, 4

16. For those living in the wards with the worst labour markets position that are also located within the districts in receipt of NRF, significantly improve their overall employment rate and reduce the difference between their employment rate and the overall employment rate and the overall employment rate for England. ( NR Target)
17. % of people of working age, or people in receipt of Jobseekers' allowance, within 20 and 40 minutes of work by public transport
18. Increase the number of people claiming incapacity benefit going into jobs from a forecast of 214 in 2003/04 to 588 people over the two-year period April 2005 – March 2007 (LPSA target 7 part a)
19. Reduce the number of people killed or seriously injured in road accidents from 108 in 2003 to 72 in 2006. (LPSA Target 2)

#### Outcome 5

20. Improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards/ neighbourhoods and the district as a whole, with a particular focus on reducing levels of litter and detritus. ( NR Target)
21. Maintain the % of sites surveyed that fall below a Grade B for cleanliness, using Grades based on those set out in the Code of Practice for Litter and Refuse (BVPI 199) at the high performance level of 5% or below (NR target)
22. Increase the % of abandoned vehicles removed within 24 hours from the point at which LAs are able to remove them from 90% in 2004 to 95% in 2007
23. Fly tipping: maintain current high performance of within 1 day to remove
24. Total tonnage of household waste arising:
- a) % recycled from 8.83% in 2004 to 16% in 2007 (LPSA target 1), including a 7% increase in NR areas. (NR target)

- b) % composted from 2.03% in 2004 to 6% in 2007 (LPSA target 1)
- c) % used to recover heat, power and other energy sources from 74% in 2004 to 68% in 2007
- d) % landfilled from 13.3% in 2004 to 10% in 2007

#### Outcome 6

25. Number of parks & green spaces with Green Flag Award from 0 in 2004 to 3 in 2007

26. % Of residents satisfied with local parks and open spaces from 57% in 2004 to 60% in 2006

#### Outcome 7

27. Proportion of adults charged with trigger offences who are tested – 95% throughout the period.

28. Proportion of adults taken onto the CJIT caseload who engage in Treatment Target 95% throughout the period.

#### Outcome 8

20. Increase the percentage of people surveyed who feel that they personally can influence decisions affecting their local area from 43% in 2004 to 46% in 2006 (MORI survey)

See also outcomes 2 and 5

21. Maintain the percentage of people who say their local area is a place where people from different backgrounds get on well together at 63% (2004 baseline).

# Economic Regeneration and Transport

<b>Block: Economic Regeneration and Transport</b>			
<b>Funding Streams to be pooled</b>	<b>Allocation (£)</b>		
	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
1. Local Transport Plan (moved from other blocks)	2,394,000	2,134,000 (including 12.5% performance bonus)	1,892,000 plus up to 25% performance bonus
<b>NRF</b> 2. Neighbourhood Renewal (NHR) <sup>1</sup> 3 Neighbourhood Element 4 Cleaner, Safer, Greener 5 Neighbourhood Management Pathfinder (NMP) <sup>1</sup>  Fairshare Annuity Fund <sup>6</sup>	4,040,000   657,510	3,684,295 412,000 1,130,000 463,875  800,000	3,701,049 516,000 970,000 386,670
<b>Funding Streams to be aligned for 2006/7 for pooling of key elements in the future</b>	<b>Allocation (£)</b>		
	<b>2005/06</b>	<b>2006/07</b>	<b>2007/08</b>
7 Single Programme <sup>1</sup>		12,000,000	12,000,000
8 JobCentre Plus <sup>2</sup>	7,487,000	Not yet available	Not yet available
9 Business Link Tees Valley <sup>3</sup>			
10 Learning and Skills Council <sup>4</sup>	25,872,000 Revenue 303,000,000	Not yet available	Not yet available
11 European Funding <sup>5</sup> ERDF ESF		See Note 5	See Note 5
12 National Lottery monies  Big Lottery <sup>7</sup> Heritage Lottery <sup>8</sup>		See Note 7 See Note 8	See Note 7 See Note 8
<b>Outcomes to be delivered</b>			
<b>Outcome 1</b>			
<ul style="list-style-type: none"> <li>Implement the sustainable regeneration of the Borough by focussing development in accessible locations</li> </ul>			
<b>Outcome 2</b>			
Improve the environment for business in the Borough to provide an economy that is : <ul style="list-style-type: none"> <li>attractive to investment and promotes business growth</li> <li>includes entrepreneurial activity in deprived local areas and ;</li> <li>supports sustainable growth and attracts appropriate inward investment in deprived areas</li> </ul>			

### Outcome 3

- Tackle worklessness by increasing opportunities for work and training

#### Proposed indicators

#### Implement the sustainable regeneration of the Borough by focussing development in accessible locations

1. Bring forward SMI in accordance with the Business Plan
2. Finalise Master Plans for Stockton Town Centre - Southern Gateway and Green Blue Heart
3. Maintain and improve attitudes to Town Centres (as measured by local MORI Poll)
4. LTP 5 Bus Punctuality - % of scheduled bus services between 1 minute early and 5 minutes late (or excess waiting time for frequent services), monitored using data collected at 25 locations across the Borough. Target 2005/06 to be determined once results of baseline surveys have been analysed. Minimum Target is to achieve 90% punctuality by 2014/15. Stretched target is to achieve 90% punctuality by 2012/13.
5. LTP 6 Changes in Peak Period Traffic Flows to Urban Centres - Change in the number of vehicles travelling towards Billingham, Stockton, Thornaby and Yarm town centres during the morning peak period. Target 2005/06 to be determined once results of baseline surveys have been analysed. Minimum target for 2010/11 is for no overall increase in peak traffic flows compared to the 2005/06 baseline.
6. LTP 7 Congestion (Vehicle Delay) - Change in average vehicle delay in the morning peak period (seconds lost per vehicle kilometre). DfT: data not yet available. Target and trajectory to be determined once data is available

#### Improve the environment for business in the Borough

7. An increase in the number of pre-start enquiries received by Business Link from the IMD 20% areas to 398 (or 28% of total). (NR target)
8. Increase the number of start-up businesses in the Borough supported through the Business Link Start-up (and other) programme(s) by X or X% ( Baselines to be confirmed)
9. Increase the number of start-up businesses supported through the Business Link Start-up from the IMD 20% areas to 134 (or 28% of total) (NR target) ( Baselines to be confirmed)
10. Increase the number of start-up businesses from Black and Ethnic Minority Communities helped by Business Link and other agencies to 27 (or 6% of the total) (NR target)
11. Annual increase in VAT registrations in the Borough with the number of VAT registrations per 10,000 adult population maintained above the regional rate. (NR target)

#### Tackle worklessness by increasing opportunities for work and training

12. Increase the number of people claiming incapacity benefit going in to jobs to 588 people in two years to March 2007 (LPSA2)
13. Reduce the number of people in the Borough claiming Jobseeker's Allowance (JSA) by X or X% (claimant count) ( Baseline to be confirmed)

14. Reduce the number of people in the NR Super Output Areas claiming Jobseeker's Allowance (JSA) by X or X% (claimant count)
15. Reduce the number of people in the Borough claiming Incapacity Benefit by X or X% (claimant count)
16. Reduce the number of people in the NR Super Output Areas claiming Incapacity Benefit by X or X% (claimant count)
17. Reduce the percentage of the working age population in the Borough and in the NR Super Output Areas that are claiming key benefits (JSA, IS, IB) (Quality of Life indicator) (NR target)
18. Maintain the employment rate for the Borough above the regional rate (7x% compared to 7x% in 2004/5). (NR target)
19. Maintain the gap in the employment rate of lone parents and ethnic minorities within 1 percentage point of the national rate for these groups. (NR target)
20. For those living in the wards with the worst labour market position that are also located within the districts in receipt of NRF, significantly improve their overall employment rate and the overall employment rate for England. ( NR Target)

## Notes

1. Budget includes allocation for SMI, major projects, Tees Valley Regeneration funds for Northshore and Durham Tees Valley Airport and Business Link supporting funding
2. Budgets are allocated to Tees Valley as a sub-region of the North-East. It is estimated that approximately 24% (total budget figures) of activities and service delivery is within the Stockton Local Authority area.
- 3.
4. We are not in a position to provide figures for 2006-07 onwards at this stage.
5. Regional allocations will not be known until mid 2007.
6. Fairshare Annuity Fund to be spent over a 10 year period in the Portrack & Tilery, Hardwick and Newtown wards. Funding held by Tees Valley Community Foundation.
7. We are not in a position to provide figures for 2006-07 onwards at this stage.
8. We are not in a position to provide figures for 2006-07 onwards at this stage.
9. Above funds are replicated across all 4 blocks

### Annex 3: Integration of CPA Improvement priorities

Comprehensive Performance Assessment Improvement Priorities	Key Objective
<b>Service</b>	
1. Social Services performance	Service obj 3, 6, 8
2. Development control/planning performance	Service obj 24
3. Address weaknesses highlighted in 2005 inspection of Tristar	Service obj 26
<b>Organisational</b>	
4. Single Status	Organisational obj 1
5. Diversity and equality approaches	Organisational obj 3, 8 Service obj 27
6. Procurement	Organisational obj 14
7. Human Resources	Organisational obj 1, 2, 4
8. Risk management	Organisational obj 11
9. Improve Council's Performance Management framework, including Member involvement	Organisational obj 11

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## Annex 4: Strategic Procurement and Statement of Contracts

### Procurement – Stockton’s approach

Proper management of procurement activity within local authorities is becoming an increasingly important issue. Best Value legislation is driving innovative approaches to procurement, through partnership working and increasing consideration of alternative sources of provision.

The National Procurement Strategy for Local Government sets out how central and local government, working together with partners from the public, private and voluntary sectors, intend to set about improving local government procurement. The establishment in 2004/05 of the North East Centres of Excellence is facilitating the way in implementing the national strategy at a regional level.

The introduction of efficiency targets for local authorities will have a direct impact on the importance of good procurement. Savings will be generated by the ongoing development of a more coherent approach to procurement and in particular to the use of preferred suppliers for common goods and services that are used across the Council. In addition, at a strategic level, consideration will be given to alternative options for service delivery, for example more partnership working, joint arrangements etc.

### Statement of Contracts

In February 2003, the Government announced measures to ensure that all employees working on local public services are treated fairly, whether they are employed directly or by a service partner.

The measures included the *Code of Practice on Workforce Matters in Local Authority Service Contracts* (the Code), which is included in statutory guidance on Best Value (ODPM Circular 03/2003, published March 2003). The document sets out an approach to workforce matters in local authority service contracts which involve a transfer of staff from the local authority to the service provider, or in which staff originally transferred out from the local authority as a result of an outsourcing are TUPE transferred to a new provider under a re-tender of a contract.

Local authorities are therefore required to state and certify that all individual contracts which involve a transfer of staff comply, where applicable, with the requirements of the Code. The Code will not apply retrospectively to any contracts which have already been advertised or entered into.

**In accordance with the statutory guidance, this authority certifies that all individual contracts, which involved a transfer of staff in 2005/6, complied, where applicable, with the requirements of the Code.**

Contract Details	Comments
Car Parking	Staff transferred from Cleveland Police to Stockton Borough Council

Prison – Adult Learning	Staff moved from New College Durham to Stockton Borough Council upon winning adult learning in prison contract.
St Mary's Alzheimers Day Centre	Provision of service taken in house and staff transferred accordingly

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## Key Contact Points

Implementation of the objectives and monitoring of the outcomes listed in this plan are the responsibility of the listed Cabinet Member and Service Grouping. If you would like more information on any of the issues covered in this plan, please contact the following Council officers in the first instance:

### For enquiries about **Liveability (Environmental Issues)**

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Tedder Avenue  
Thornaby TS17 9JP  
Tel 01642 527071  
Email [jamie.mccann@stockton.gov.uk](mailto:jamie.mccann@stockton.gov.uk)

### For enquiries about **Liveability (Housing Issues)**

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Stockton-on-Tees TS18 1XD  
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### For enquiries about **Economic Regeneration and Transport (Economic Regeneration issues)**

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### For enquiries about **Healthier Communities and Adults**

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### For enquiries about **Community Safety**

Mike Batty  
Development and Neighbourhood Services  
PO Box 232  
16 Church Road  
Stockton-on-Tees  
TS18 1XD  
Tel 01642 527074  
Email [mike.batty@stockton.gov.uk](mailto:mike.batty@stockton.gov.uk)

If you would like information on the **key organisational objectives, the overall content or monitoring arrangements, or would like further copies** please contact:  
Policy and Performance Standards Unit  
PO Box 117, Municipal Buildings, Church Road,  
Stockton-on-Tees, TS18 1YD  
Tel 01642 526087  
Email [pps@stockton.gov.uk](mailto:pps@stockton.gov.uk)

## Index of abbreviations and key terms

### Index of abbreviations

<b>BSA</b>	Basic Skills Agency
<b>BVPI</b>	Best Value Performance Indicator
<b>CDRP</b>	Crime and Disorder Reduction Partnership
<b>CMT</b>	Corporate Management Team
<b>CPA</b>	Comprehensive Performance Assessment
<b>CRB</b>	Criminal Records Bureau
<b>DAT</b>	Drugs Action Team
<b>DfES</b>	Department for Education and Skills
<b>GONE</b>	Government Office North East
<b>ICT</b>	Information and Communications Technology
<b>LAA</b>	Local Area Agreement
<b>LPSA</b>	Local Public Service Agreement
<b>MTFP</b>	Medium Term Financial Plan
<b>ODPM</b>	Office of the Deputy Prime Minister
<b>PSB</b>	Public Sector Board
<b>SBC</b>	Stockton-on-Tees Borough Council
<b>QCA</b>	Qualifications and Curriculum Authority
<b>SIRF</b>	Stockton International Riverside Festival
<b>SOA</b>	Super Output Area
<b>TUPE</b>	Transfer of Undertakings (Protection of Employment)

### Council Service Groupings

<b>CESC</b>	Children, Education and Social Care Service Grouping
<b>DNS</b>	Development and Neighbourhood Services Grouping
<b>LD</b>	Law and Democracy Service Grouping
<b>PPC</b>	Policy, Performance and Communications Service Grouping
<b>R</b>	Resources Service Grouping

### Cabinet Responsibilities

<b>CL</b>	Cabinet, Leader
<b>CDL</b>	Cabinet, Deputy Leader
<b>CE</b>	Cabinet Member, Environment
<b>CCYP</b>	Cabinet Member, Children and Young People
<b>CASH</b>	Cabinet Member, Adult Services and Health
<b>CRT</b>	Cabinet Member, Regeneration and Transport
<b>CALC</b>	Cabinet Member, Arts, Leisure and Culture
<b>CH</b>	Cabinet Member, Housing
<b>CCSP</b>	Cabinet Member, Community Safety and Protection
<b>CSIN</b>	Cabinet Member, Social Inclusion and Neighbourhoods
<b>CAI</b>	Cabinet, all members.